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CENTRAL INTELLIGENCE /GENCY Washington, D. C.

ADMINISTRATIVE INSTRUCTION NUMBER

17 Aigust 1948. 1

SUBJECT: Personnel Policies and Procedures

Recisions:

Administrative Instructions dated 31 October 1946;
Ind Amendment No. 1, dated 13 December 1946 and 10
tober 1947 respectively;

and Amendment No. 1, dated 24 April 1947 and 2 ptember 1947 respectively;

dated 4 December 1947; dated 30 June 1948;

Memorandum dated 4 February 1947, Subject: Policy Governing Classification of Positions in CIG, to the Assistant Directors of all Offices and Chief of Coordinating and Planning Staff.

1. Personnel Branch Responsibilities

a. The Personnel Branch, A&M, is responsible for performing the following functions with respect to procurement, processing, position classification and termination of personnel:

- (1) Maintaining a current record of authorized vacancies and approved requisitions.
- (2) Establishing priorities for recruitment on an agency-wide basis.
- (3) Maintaining constant contact with potential recruitment sources.
- (4) Contacting and negotiating with individual applicants for employment.
- (5) Coordinating with the Executive for Inspection and security in connection with initiating and expediting security clearances for prospective employees.
- (6) Finally approving all personnel actions for grades P-5, CAF-12 and below. Grades P-6, CAF-13 and above require the approval of the Executive Director or in his absence the Executive for Administration and Management.
- (7) Classification and allocation of positions to appropriate service, grade and class, and for determining rates of particle to positions not subject to the provisions of the Classification act.

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- (8) Processing all personnel actions including appointments, intra-agency transfers, promotions, demotions, within-grade promotions, and separations.
- (9) Providing an employee relations program to protect and stimulate employee interest and to serve as a medium for management-employee relationships.
- (10) All disciplinary action will be considered and acted upon by the Personnel Branch, based upon written charges prepared by the operating agency and signed by the Assistant Director or Staff Chief concerned.
- (11) Establishing and operating a testing and training program to improve the selection and performance of employees.
- (12) Maintaining liaison with the Dept. of State and the armed forces for the purpose of administratively supporting detailed IAC personnel.
- (13) Providing a comprehensive medical program to insure the health and physical well-being of all employees.
- b. The Personnel Branch, A&M, performs constant liaison with the Civil Service Commission on all matters requiring Civil Service approval, such as classification of positions, efficiency ratings, certification of employees from Civil Service registers, etc.

2. Basis for Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for insuring against personnel actions affecting individuals under their supervision which are not based purely on relative merit. Emphasis on relative merit extends throughout all personnel matters, including: procurement, assignment to duty, promotions, work allocations, leave determinations, etc. Merit shall be considered as including: demonstrated ability, personal industry, integrity, loyalty, comparative length of service, and comparative general efficiency:
- b. Supervisory personnel must become so thoroughly familiar with the personnel under their jurisdiction and their utilization that they will recognize any contrary tendency and take appropriate action immediately.

3. Policies for Appointment

- a. All CIA positions are filled under "Schedule A" authority by direct recruitment rather than by certification from the Civil Service Commission. However, all positions are filled in accordance with established Civil Service procedures.
- b. The following policy is established for effecting appointments to fill vacant positions:

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- (1) Individuals without prior Government service will be given an excepted appointment under "Schedule A" and will be required to serve the first full year of service in a trial period status.
- (2) Individuals with prior Government service who have served under war service or excepted appointments will be given an excepted appointment under "Schedule A" and will be required to serve the first six months of service in a trial period status.
- (3) Individuals with Civil Service status will be appointed by transfer or reinstatement to positions without any time limitation or trial period.
- c. During the trial period the employee will receive the special attention and instruction required to accuaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period, an employee will be terminated if his services do not meet Agency standards. Employees with veteran's preference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulatins.

4. Promotion Policies

- a. Civilian employees may be promoted to higher grades subject
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualification of the individual for the vacancy.
 - (3) Proven and demonstrated ability to perform the duties of the next higher grade for a minimum period of ninety days in positions classified at grades CAF-7 or P-2 and above. This does not constitute a berrier to promotion of individuals whose positions have been reclassified to higher grades.
 - (4) In order that the employee may receive credit for the demonstration period the office concerned will submit Form 37-3 to the Personnel Branch indicating the date the employee is detailed to a position classified at a higher grade.
 - (5) For a period of 6 months preceding, the promotion. "n

A Good or Better effeciency rating for grades up to CAF-4 and equivalent; Very Good or Excellent effeciency rating for grades CAF-5 to 13 or equivalent. For grades CAF-5 to between Excellent effeciency rating is required.

- b. Promotions are limited to one grade except in those cases where no intermediate grade has been established.
- c. Ifter considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

P	SP	CAF	CPC	Time	in Grade
	1 2 3	1 2 3	1 2 3		3 months
1	5 6	4 5	5 6		6 months
2	7 8	6 7 8	7 8 9	****	9 months
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5		12	en commence de la com		18 months 21 ronths

5. Intra-Agency Transfer Policy

- a. Employees ray not seek reassignment within CIA without the prior written approval of the Chief, Personnel Lranch, or his authorized representative. -uch approval will be best upon the recommendation of the appropriate Assistant -irector or Staff Chief.
- b. Supervisory personnel may not interview or seek the transfer of personnel without written approval described in 5a above.

6. Appointment Processing Procedures

- a. The following procedures are established for the processing of individuals for employment within CIA
 - (1) Assistant Directors and Staff Chiefs will transmit
 Recruitment Request Form No. 37-6 in duplicate to the
 Personnel Branch as requisitions to fill authorized vacancies
 and forward Personnel Action Request Form No. 37-3 in
 cuadruplicate to the Personnel Branch as requisitions
 for actual employment of an individual selected. In
 order to commence security clearance, personnel actions
 may be submitted against positions already filled,
 providing the office concerned informs the Personnel Branch
 on the 37-3 that the resent incumbent is vacating the
 position and the approximate date that the position will
 become vacant.

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 (2)a. Forms No. 57 and Personal History Statement Forms No. 38-1 will be obtained by the Personnel Franch and will be forwarded to a propriate offices within CIA. If interested, the office will indicate to the Personnel Branch the position to which the individual will be assigned. Final selection or rejection, above grade CAF-5, will rest with the appropriate Assistant Director or Staff Chief. However, the Chief, Personnel Branch will refer to the Executive for A&M any rejection case which he believes is not warranted.
 - b. Final authority for the selection and assignment of employees in grade CAF-5, equivalent grades and wage rates and helow, rests with the Chief, Personnel Branch and consequently such cases are not referred to Assistant Directors or Staff Chiefs for action.
 - c. All personnel assignments are subject to the Security approval of the Executive for I & S.
- (3) Upon the receipt of Form No. 37-3, the Personnel Branch will make an offer of employment to the individual concerned, subject to satisfactory security clearance, and upon indicated acceptance will initiate action for security clearance. Under no circumstances will either grade or salary be specifically included in the offer.
- (4) The Personnel Branch will notify the office concerned of the failure of individuals to receive security elearance and will take appropriate action to inform the individual of his rejection.
- The Executive for administration and Hanagement, or the Chief, Personnol Branch, vill contact all individuals (including detailed IAC personnel) relative to entrance on duty. Individuals assigned to ersornel pools will be instructed to report for duty in the various offices by the Chief, Personnel Branch, following security clearance. Each individual, including assigned IAC personnel, reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice form the Chief. Personnel Franch, stating that such individual has been fully cleared and is assigned for duty. A cony of this notice will be furnished the Executive for Inspection and Security. In extraordinary circumstances. the Executive for Administration and Hanagement may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. . No individual will be accepted for duty without such notice.

7. Promotion Processing Procedures

a. Assistant Directors and Staff Chiefs will forward Form 37-3 to the Personnel Branch, continued by the Continuous formation to indicate compliance with the policies defined in paragraph 4 above.

- b. Requests from field stations for promotion and promotion cases which include reassignment must be accommanded by an employee-prepared position description which outlines the duties and responsibilities of the higher grade together with the remarks and certification of the immediate supervisor. The position description should include:
 - (1) An original, objective, concrete and factual word picture of the job being performed.
 - (2) The degree of difficulty and responsibility inherent in the position.
 - (3) The nature and extent of supervision and of independent judgments and decisions exercised by the incumbent.
- c. After review of all factors by the Personnel Br neh, proper disposition of the case till be made.

8. Salary Administration

Regular full-time employees and temporary employees of CIA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

a. Intrance on Duty Salary

- (1) Now appointments will be made at the base salary of the grade. (Transfers, promotions, denotions, reemployment, and reinstatements are not new appointments within the meaning of this regulation.)
- (2) Employees appointed by transfer, reinstatement or reemployment to a position of the same grade will be permitted to retain periodic may increases previously received.
- (3) Employees appointed by transfer, reinstatement, or reemployment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

b. Determining Salary in Case of Promotion

- (1) When an employee is promoted to a higher grade position, he must be componented at the base of the grade if the entrance salary exceeds any he has previously carned in the Federal Service.
- (2) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

c. Determining Selary in Case of Change to Lower Grade

- (1) To determine solary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
- (2) Exceptions: The policy outlined above does not apply in the following type of cases:
 - (a) Employees who have carned maritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, at the time he is demoted, be permitted to retain one stop for each such advencement.
 - (b) Change to lower grade to account probational appointment. If the change to a lower grade is due to employee's desire to account probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - (c) Change to lower grade for disciplinary reasons.

 If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted, in the absence of specific provision to the contrary.

9. Within-Grade Promotions

- a. An employee occupying a classified position may be advanced to the next higher rate within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above. In addition, the employee must have a current efficiency rating of "Good" or better.
- b. The Chief, Personnel Branch, is responsible for keeping records to determine when employees are eligible for within-grade promotions. Prior to the actual salary increase, the Chief, Personnel Branch, will send rating Form No. 37-105 to the employee's immediate supervisor for certification that the employee's conduct is satisfactory. Determination will also be made that the efficiency rating is appropriate.
- c. Provisions exist for the advancement by step promotions for personnel occupying rositions not subject to the provisions of the Classification Act.

10. Assignment of IAC Detailed Personnel

a. It shall be the responsibility of the receiving Office or Staff Section to initiate a completed FORM 2772 pn all assigned IAC personnel

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prior to entrance on duty. The 37-3 (3 copies) shall be accompanied by Personal History Statement (2 copies).

- b. The Personnel Prench : ill initiate request for security clearance.
- c. Separations and Intra-Agency transfers of IAC personnel will be reported to Personnel Branch by Form 37-3, initiated by the appropriate office.

11. Termination

- a. Offices and Staff Sections will complete Form No. 37-3 for employees under their jurisdiction who have submitted resignations, stating the reason therefor, together with any explanation or suggestion which may help to revent the loss of the employee, and forward the completed form to the Chief, Personnel Branch, at least two weeks in advance of the separation date. Upon receipt of Form No. 37-3, the Personnel Branch, after pre-exit interview, in instances in which the employee still wishes to resign, will prepare Clearance Form No. 34-30 indicating thereon the routing to be followed for clearance.
- 12. Special personnel policies and procedures for personnel paid from unvouchered funds are covered by separate instructions. Where practicable the policies stated in this Instruction will govern.

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intolligence

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CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

ADMINISTRATIVE INSTRUCTION

9 December 1949

SUBJECT:

Personnel Policies and Procedures

RESCISSIONS:

Administrative Instruction

Administrative Instruction Administrative Instruction

dated 17 August 1948 dated 25 March 1947 dated 11 August 1949

REFERENCE:

General Order

(Revised), dated 5 October 1949

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to the Agency officials listed below to take implementing action on personnel actions recommended by Assistant Directors and Staff Chiefs (appointment, employment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

Executive
Deputy Executive
Personnel Director
Chief, Administrative Staff
Chief, Personnel Division, Administrative Staff
Chief, Special Support Staff
Chief, Employees Division, Special Support Staff
Designated subordinates of the above listed officials

b. Officials and employees not listed above should not discuss personnel actions with individuals to whom such actions will apply without prior clearance from the appropriate official listed above. Such clearance will in no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.

c. No appointment in or promotion to grades GS-16 and above will be made without the prior approval of the Director personally.

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2. Prosolyting

a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.

- b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.
- d. In connection with the above, there is no objection to the officials listed in paragraph la above contacting any other agency, when desired by Assistant Directors or Staff Chiefs, to ascertain whether a specific individual can be made available for employment by CIA and, if no objection is made, to arrange for appropriate interviews and security checks within CIA prior to actual separation of such individual from his current employment.

3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of instructions the term "Personnel Divisions" as used herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- b. INC personnel are those individuals detailed for duty with CI. from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the head-quarters or central office of the Agency.



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4. Inquirios

All inquiries either written or verbal, from the White House, members of the Congress, or Committees of national political parties received by any individual or activity of this Agency will be immediately referred to the General Counsel for action and preparation of raply. The General Counsel is responsible for adequate coordination in each case prior to preparation of raply.

5. General Responsibilities of Personnel Divisions

Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:

- a: Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees, to meet the stated requirements or recommendations of issistant Directors and Staff Chiefs concerned, or mandatory provisions of law and government regulations.
- b. .ssisting the Personnel Director to establish qualification standards for all positions.
- c. Recommending position classification for all positions to the Personnel Director.
- d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
- e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
- g. Maintaining continual contacts with potential personnel procurement sources.
- h. Exclusive liaison with the I&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
- i. Establishing personnel training programs within specifically authorized limitations.
- j. Establishing and maintaining retuntion registers for reduction-in-force procedures.
- k. Taking implementing action on all disciplinary actions which are recommended in writing by assistant Directors and Staff Chiefs.

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- 1. (1) Taking implementing action on recommended personnel actions involving grades OS-12 and below, except when there are unresolved disagreements with Assistant Directors or Staff Chiefs concerned.
- (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades GS-13 and above. (See paragraph le re actions involving grades GS-16 and above. The Executive will make recommendations to the Director in each such case.)
- (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

·6. Medical Standards

Initial appointment or reassignment to all positions are subject to established medical standards. Inasmuch as the signing of a medical waiver by an individual does not relieve the government of its liability under the regulations of the Employees Compensation Commission, no vaivers of physical requirements will be granted.

7. Merit and Qualifications of Individuals

- a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit. Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs, and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency.
- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other applicants and employees in similar fields and grades.
- c. Supervisory personnel at all levels must become thoroughly familiar with personnel under their jurisdiction to insure the just and objective administration of this policy.

8. Initiation of Personnel Actions

a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such

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individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.

b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

9. Relations with the Civil Service Commission

- a. The Classification Act of 1949 exempts the CIA from its provisions. Our personnel program, including position classification, appointment, promotion, etc., is carried out within the Agency without prior Civil Service Commission review. The Director has signed a written agreement with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.
 - b. The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

10. Appointment Policies and Procedures

- a. Positions are filled by direct recruitment rather than by cortification from the Civil Service Commission, but in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be carried in a trial period status for the first full year.
 - (2) An individual with prior Government service who has served under war service or excepted appointments will be required to serve the first six months in a trial period status.
 - (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.

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Approved For Release 2001/09/04 : CIA-RDP81-00728R000100010005-8 <u>C O N F I D D N I I A L</u>

- c. During the trial period an employee will receive the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services: do not meet Agency standards. An employee with veterans' preference or Civil Service status will be accorded all rights and privilegos granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.) Under certain conditions, it is possible for employees to achieve permanent Civil Service status while serving in this Agency. The Standard Civil Service regulations will be followed in each instance, after initial clearance has been received from the Personnel Rolations Branch, Personnel Division.
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit Recruitment Requests in the original and three copies to the Personnel Division as requisitions to fill authorized vacancies. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual employment of an individual. In order to initiate security clearance a Personnel Action Request may be submitted against a position currently filled, providing the office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.
 - (2) An Application for Employment and a Personal History Statement will be obtained by the Personnel Division and forwarded with a Referral Sheet to the appropriate office. After careful review, the file will be returned to the Personnel Office with request for personnel action or reason for rejection.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall normally rest with the appropriate Assistant Director or Staff Chief, subject to qualifications review by the Personnel Divisions. The Personnel Chiefs may refer to the Executive through the Personnel Director, acceptance or rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.

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- (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.
- (4) The Personnel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Personnel Chiefs will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following socurity clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel Division. In extraordinary circumstances the Executive or the Personnel Director may give verbal authorization for entrance on duty after assuring that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been mot.

11. Promotion Policies and Procedures

- a. An employee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - (3) Completion of 90 day detail period to position GS-7, or above. Incumbents of positions lower than GS-7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.

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- (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 - (a) GS-4, equivalent, and below Good or better for six months preceding promotion.
 - (b) GS-5 through GS-13 or equivalent Very Good or Excellent for six months preceding promotion.
 - (c) GS-14 and above Excellent for one year preceding promotion.
- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

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	13	21 months	
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- d. Assistant Directors and Staff Chiofs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph 4 above.
- c. A request from a field station for a promotion must be accompanied by a Position Description prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and cortification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being performed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- g. An employee occupying a classified position will be advanced to the next higher step within his grade, providing that he has 52 weeks of service without an equivalent increase in pay for grades GS-10 and below or 78 weeks service for grades GS-11 and above. In addition the employee must have a current officiency rating of Good or better and a satisfactory conduct report.

12. Intra-Agency Transfer Pelicy
A Personnel Action Request for intra-agency transfer will
be prepared by the effice to which the employee is being transferred.
The Personnel Division will coordinate with the I&S Staff where appropriate.

13. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.

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- c. Upon receipt of security clearance the individual will be called to duty by the Porsonnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- o. Soparations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office. The Personnel Division will coordinate with the I&S Staff where appropriate.

14. Salary Administration

a. Regular full-time employees and temporary employees of the Agency with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- (a) Now appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, re-employment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b) Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position he will be compensated at the lowest rate of such higher grade which exceeds his existing rate of compensation by not less than one-step increase of the grade from which promoted.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

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(3) Determining Salary in Case of Change to Lower Grade

- (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held. If the employee's salary in the lower grade is within a one-step range of his former rate he will be compensated at the step in the lower grade which is nearest his present salary.
- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 1. Employees who have carned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - 2. Employees who were changed to lower grades for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted in the absence of specific provision to the contrary.
- b. The salary policy now in effect for classified employees also will apply to ungraded employees with respect to: (1) entrance on duty, (2) promotion, (3) change to lower grade, (4) probational appointment, and (5) disciplinary action. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.
 - (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
 - (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six months of ungraded

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sorvice and annually thereafter until the top stop has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.

(3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

15. Cercer Management

- a. The career management program of the Agency is designed to provide from within:
 - (1) A source of well qualified individuals to fill vacancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.
- b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency. The basic considerations for promotion will be proven ability and morit.

16. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to the Personnel Division a Personnel Information Report (Form No. 37-6) with copy to I&S Staff when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
 - (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.
- b. In addition to the above a Personnel Status Report (Form No. 38-7) shall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, I&S Staff.

17. Termination and Final Clearance

a. Each employee will obtain blearance prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for everseas duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to

-12-CONFIDENTIAL or from confidential fund status.

- b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date of the request. Upon receipt of the Personnel Action Request the Personnel Divisions will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the Inspection and Security Staff for security clearance, and will then obtain the additional required clearance by telephone, obtain the employee's signature, and direct the employee to deliver the form to the applicable payroll effice. When the employee is unavailable all action indicated will be taken except procurement of the employee's signature.
 - c. The Chief of a field office will:
 - (1) De-brief the employee and secure all identification or credentials issued by CIA.
 - (2) On the Final Payment Clearance Sheet complete cortification blocks "office to which assigned" and "Security Branch".
 - (3) Obtain omployee's signature and forwarding address.
 - (4) Forward the form to the Personnel Division through established channels.
- 18. These regulations will govern generally all personnel actions of this Agency, both evert and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILLENKOETTER
Roar Admiral, USN
Director of Contral Intelligence

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

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ADMINISTRATIVE INSTRUCTION

21 December 1949

SUBJECT:

Personnel Folicies and Procedures

25X1A

Administrative Instruction dated 9 December 1949 is amended as indicated below:

1. General Folicy

* * * * * *

b. There is no objection to officials of the Agency not listed in paragraph 1.a discussing with prospective applicants the possibility of their availability for employment by CIA. Such discussions will in no case include commitments of any nature for actual employment or salary level. A violation of the policy relative to commitments for employment or salary level may result in immediate dismissal of the individual committing the violation.

* * * * *

2. Proselyting

a. Except as indicated in paragraphs 1.b and 2.d, officials and employees of this gency, including those listed in paragraph 1.a above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.

5. General Responsibilities of Personnel Divisions

* * * * *

h. Exclusive liaison with the T&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances in connection with initial employment by CIA. All requests for initiation of and information relative to status of such personnel security checks and clearances, will be channeled through the Personnel Divisions.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

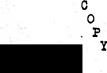
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Captain, USN /

DISTRIBUTION: A

31 October 1946

CENTRAL INTELLIGENCE GROUP, ST. C. IL A. ADMINISTRATIVE ORDER NO. TRANSFER OF PERSONNEL WITHIN CICA



STATINTL

I. All personnel employed by or assigned to CLA are advised that they are not permitted to seek a position or assignment in another Office of CLA without the prior written approval of the Assistant Director, his Deputy, or his Executive Officer.

II. Similarly, Offices are requested not to interview nor to seek the transfer of personnel assigned to other Offices within CIO unless the individual presents such written permission to seek a newposition or assignment.

III. In any case, all requests should be cleared with the Chief, Personnel Division, Personnel and Administrative Branch, prior to the issuance of the approval required.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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Deputy Executive for Personnel and Administration

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

17 Aigust 1948.

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ADMINISTRATIVE INSTRUCTION MUMBER

SUBJECT: Personnel Policies and Frocedures

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Recisions: ministrative Instructions

dated 31 October 1946; dated 13 December 1946 and 10

October 1947 respectively; and Amendment No. 1, dated 24 April 1947 and 2 September 1947 respectively; dated 4 December 1947; -

dated 30 June 1948; ... Memorandum dated 4 February 1947, Subject: Policy Governing Classification of Positions in CLG, to the Assistant Directors of all Offices and Chief of Coordinating χ and Planning Staff.

1. Personnel Branch Responsibilities

a. The Personnel Branch, A&M, is responsible for performing the following functions with respect to procurement, processing, position classification and termination of personnel:

- (1) Maintaining a current record of authorized vacancies and approved requisitions.
- (2) Establishing priorities for recruitment on an agencywide basis.
- (3) Maintaining constant contact with potential recruitment sources.
- (4) Contacting and negotiating with individual applicants for employment.
- (5) Coordinating with the Executive for Inspection and security in connection with initiating and expediting security clearances for prospective employees.
- Finally approving all personnel actions for grades F-3, CAF-12 and below. Grades P-6, CAF-13 and above require the approval of the Executive Director or in his absence the Executive for Administration and Management.
- (7) Classification and allocation of positions to appropriate service grade and class, and for determining rates of part and the provisions of the Classification Act.

- (8) Processing all personnel actions including appointments, intra-agency transfers, promotions, demotions, within-grade promotions, and separations.
- (9) Providing an employee relations program to protect and stimulate employee interest and to serve as a medium for management-employee relationships.
- (10) All disciplinary action will be considered and acted upon by the Personnel Branch, based upon written charges prepared by the operating agency and signed by the Assistant Director or Staff Chief concerned.
- (11) Establishing and operating a testing and training program to improve the selection and performance of employees.
- (12) Maintaining liaison with the Dept. of State and the armed forces for the purpose of administratively supporting detailed IAC personnel.
- (13) Providing a comprehensive medical program to insure the health and physical well-being of all employees.
- b. The Personnel Branch, A&M, performs constant liaison with the Civil Service Commission on all matters requiring Civil Service approval, such as classification of positions, efficiency ratings, certification of employees from Civil Service registers, etc.

2. Basis for Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for insuring against personnel actions affecting individuals under their supervision which are not based purely on relative merit. Emphasis on relative merit extends throughout all personnel matters, including: procurement, assignment to duty, promotions, work allocations, leave determinations, etc. Merit shall be considered as including: demonstrated ability, personal industry, integrity, loyalty, comparative length of service, and comparative general efficiency.
- b. Supervisory personnel must become so thoroughly familiar with the personnel under their jurisdiction and their utilization that they will recognize any contrary tendency and take appropriate action immediately.

3. Policies for Appointment

- a. All CIA positions are filled under "Schedule A" authority by direct recruitment rather than by certification from the Civil Service Commission. However, all positions are filled in accordance with established Civil Service procedures.
- b. The following policy is established for effecting appointments to fill vacant positions:

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- (1) Individuals without prior Government service will be given an excepted appointment under "Schedule A!" and will be required to serve the first full year of service in a trial period status.
- (2) Individuals with prior Government service who have served under war service or excepted appointments will be given an excepted appointment under "Schedule A" and will be required to serve the first six months of service in a trial period status.
- (3) Individuals with Civil Service status will be appointed by transfer or reinstatement to positions without any time limitation or trial period.
- c. During the trial period the employee will receive the special attention and instruction required to accusint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period, an employee will be terminated if his services do not meet Agency standards. Employees with veterants preference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulating.

4. Promotion Policies

- a. Civilian employees may be promoted to higher grades subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualification of the individual for the vacancy.
 - (3) Proven and demonstrated ability to perform the duties of the next higher grade for a minimum period of ninety days in positions classified at grades CAF-7 or P-2 and above. This does not constitute a berrier to promotion of individuals whose positions have been reclassified to higher grades.
 - (4) In order that the employee may receive credit for the demonstration period the office concerned will submit Form 37-3 to the Personnel Branch indicating the date the employee is detailed to a position classified at a higher grade.
 - (5) For a period of 6 months preceding, the promotion: -n

A Good or Better effeciency rating for grades up to CAF-4 and equivalent; Very Good or Excellent effeciency rating for grades CAF-5 to 13 or equivalent. For grades CAF-5 Republication of the property of the

- b. Promotions are limited to one grade except in those cases where no intermediate grade has been established.
- c. Ifter considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

 P		 SP		CAF	 	CPC	 	Time	<u>ir</u>	Grade	And the Company of th
		1 2 3		1 2 3		1 2 3 4		· · · · · · · · · · · · · · · · · · ·	3	months	
 <u></u>		 5 6		4 5	 	5			6	months	- Marie de Marie de Han
2	•	 8	· ·	 7 8		8 9 10			.9	months.	
 3		 		9 10	. 5.				12	months	
 4 5 6		 		 11 12 13			 		<u>18</u> 21	months months ronths ronths	

5. Intra-Agency Transfer Policy

- a. imployees ray not seek reassignment within CIA without the prior written approval of the Chief, Personnel I ranch, or his authorized representative. -uch approval will be been upon the recommendation of the appropriate Assistant -irector or Staff Chief.
- h. Supervisory personnel may not interview or seek the transfer of personnel without written approval described in 5a above.

6. Appointment Processing Procedures

- a. The following procedures are established for the processing of individuals for employment within CIA
 - (1) Assistant Directors and Staff Chirfs will transmit
 Recruitment Request Form No. 37-c in duplicate to the
 Personnel Branch as requisitions to fill authorized vacancies
 and forward Personnel Action Request Form No. 37-3 in
 quadruplicate to the Personnel Branch as requisitions
 for actual employment of an individual selected. In
 order to commence security clearance, personnel actions
 may be submitted against positions already filled,
 providing the office concerned informs the Personnel Branch
 on the 37-3 that the resent incumbent is vacating the
 position and the approximate date that the position will
 become vacant.

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 (2)a. Forms No. 57 and Personal History Statement Forms No. 38-1 will be obtained by the Personnel Franch and will be forwarded to a propriate offices within CIA. If interested, the office will indicate to the Personnel Branch the position to which the individual will be assigned. Final selection or rejection, above grade CAF-5, will rest with the appropriate Assistant Director or Staff Chief. However, the Chief, Personnel Branch will refer to the Executive for A&M any rejection case which he believes is not warranted.
 - b. Final authority for the sclection and assignment of employees in grade CAF-5, equivalent grades and wage rates and helow, rests with the Chief, Personnel Branch and consequently such cases are not referred to Assistant Directors or Staff Chiefs for action.
 - c. All personnel assignments are subject to the Security approval of the Executive for I & S.
- (3) Upon the recent of Form No. 37-3, the Personnel Branch will make an offer of omployment to the individual concerned, subject to satisfactory security clearance, and upon indicated acceptance will initiate action for security clearance. Under no circumstances will either grade or salary be specifically included in the offer:
- (4) The Personnel Branch will notify the office concerned of the failure of individuals to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive for idministration and Fanagement, or the Chief, Personnel Branch, vill contact all individuals (including detailed IAC personnel) relative to entrance on duty. Individuals assigned to ersonnel pools will be instructed to report for duty in the various offices by the Chief, Personnel Branch, following security clearance. Each individual, including assigned IAC personnel, reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice form the Chief, Personnel Franch, stating that such individual has been fully cleared and is assigned for duty. A copy of this notice will be furnished the Executive for Inspection and Security. In extraordinary circumstances, the Executive for Administration and Management may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty without such notice.

7. Pronotion Processing Procedures

a. Assistant Directors and Stoff Chiefs will forward Form 37-3 to the Personnel Branch, college Suff Dient information to indicate compliance with the policies defined in paragraph 4 above.

- b. Recuests from field stations for promotion and promotion cases which include reassignment must be accompanied by an employee-prepared position description which outlines the duties and responsibilities of the higher grade together with the remarks and certification of the immediate supervisor. The position description should include:
 - (1) An original, objective, concrete and factual word picture of the job being performed.
 - (2) The degree of difficulty and responsibility inherent in the position.
 - (3) The nature and extent of supervision and of independent judgments and decisions exercised by the incumbent.

c. After review of all factors by the Personnel Br net, proper disposition of the case will be made.

8. Ealary Administration

Regular full-time employees and temporary employees of CTA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

a. Intrance on Duty Salary

- (1) Now appointments will be made at the base salary of the grade. (Transfers, promotions, denotions, reemployment, and reinstatements are not new appointments within the meaning of this regulation.)
- (2) Employees appointed by transfer, reinstatement or reemployment to a position of the same grade vill be permitted to retain periodic pay increases previously received.
- (3) Employees appointed by transfer, reinstatement, or reemployment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

b. Determining Salary in Case of Promotion

- (1). When an employee is promoted to a higher grade position, he must be compens ted at the base of the grade if the entrance salary exceeds any he has previously carned in the Federal Service.
- (2) When an employee who has previously, received a change to a lover gride is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

c. Determining Salary in Case of Change to Lower Grade

- (1) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
- (2) Exceptions: The policy outlined above does not apply in the following type of cases:
 - (a) Employees who have carned meritorious pay increases.

 An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, at the time he is demoted, be permitted to retain one step for each such advencement.
 - (b) Change to lower grade to accort probational appointment. If the change to a lower grade is due to employee's desire to accort probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the high r grade.
 - (c) Change to lower grade for disciplinary reasons.

 If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted, in the absence of specific provision to the contrary.

9. Within-Grade Promotions

- a. An employee occupying a classified position may be advanced to the next higher rate within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above. In addition, the employee must have a current efficiency rating of "Good" or better.
- b. The Chief, Personnel Branch, is responsible for keeping records to determine when employees are eligible for within-grade promotions. Prior to the actual salary increase, the Chief, Personnel Branch, will send rating Form No. 37-105 to the employee's immediate supervisor for certification that the employee's conduct is satisfactory. Determination will also be made that the efficiency rating is appropriate.
- c. Provisions exist for the advancement by step promotions for personnel occupying positions not subject to the provisions of the Classification Act.

10. Assignment of IAC Detailed Personnel

a. It shall be the responsibility of the receiving Office or Staff Section to initiate a completed Form 37-3 on all assigned IAC personnel RESTRICTED

prior to entrance on duty. The 37-3 (3 copies) shall be accompanied by Personal History Statement (2 copies).

- b. The Personnel Branch ill initiate request for security elegrance.
- c. Separations and Intra-Agency transfers of IAC personnel will be reported to Personnel Prench by Form 37-3, initiated by the appropriate office.

11. Termination

- a. Offices and Staff Sections will complete Form No. 37-3 for employees under their jurisdiction who have submitted resignations, stating the reason therefor, together with any explanation or suggestion which may hold to revent the loss of the employee, and forward the completed form to the Chief, Personnel Branch, at least two weeks in advance of the separation date. Upon receipt of Form No. 37-3, the Personnel Branch, after pre-exit interview, in instances in which the employee still wishes to resign, will prepare Clearance Form No. 34-30 indicating thereon the routing to be followed for clearance.
- 12. Special personnel policies and procedures for personnel paid from unvouchered funds are covered by separate instructions. Where practicable the policies stated in this Instruction will govern.

STATINTL

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intelligence

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

ADMINISTRATIVE INSTRUCTION

9 December 1949

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Personnel Policies and Procedures

RESCISSIONS:

SUBJECT:

Administrative Instruction

dated 17 August 1948dated 25 March 1947

Administrative Instruction Administrative Instruction dated 11 August 1949 -

REFERENCE:

General Order

(Revised), dated 5 October 1949

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to the Agency officials listed below to take implementing action on personnel actions recommended by Assistant Directors and Staff Chiefs (appointment, employment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

> Executive Deputy Executive Personnel Director Chief, Administrative Staff Chief, Personnel Division, Administrative Staff Chief, Special Support Staff Chief, Employees Division, Special Support Staff
> Designated subordinates of the above listed officials

- b. Officials and employees not listed above should not discuss personnel actions with individuals to whom such actions will apply without prior clearance from the appropriate official listed above. Such clearance will in no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.
- c. No appointment in or promotion to grades GS-16 and above will be made without the prior approval of the Director personally.

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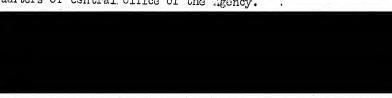
- a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.
- b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.
- d. In connection with the above, there is no objection to the officials listed in paragraph la above contacting any other agency, when desired by Assistant Directors or Staff Chiefs, to ascertain whether a specific individual can be made available for employment by CIA and, if no objection is made, to arrange for appropriate interviews and security checks within CIA prior to actual separation of such individual from his current employment.

3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of instructions the term "rersonnel Divisions" as used herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- b. IAC personnel are those individuals detailed for duty with CI. from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the head-quarters or central office of the Agency.



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4. Inquirios

All inquiries either written or verbal, from the White House, members of the Congress, or Committees of national political parties received by any individual or activity of this Agency will be immediately referred to the General Counsel for action and preparation of ruply. The General Counsel is responsible for adequate coordination in each case prior to preparation of ruply.

5. General Responsibilities of Personnel Divisions

Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:

- a. Procurement, placement, processing, appointment, promotion, domotion, within-grade advances, suspension, and termination of individual employees, to meet the stated requirements or recommendations of Assistant Directors and Staff Chiefs concerned, or mandatory provisions of law and government regulations.
- b. Assisting the Personnel Director to establish qualification standards for all positions.
- c. Recommending position classification for all positions to the Personnel Director.
- d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
- e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
- g. Maintaining continual contacts with potential personnel procurement sources.
- h. Exclusive liaison with the I&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
- i. Establishing personnel training programs within specifically authorized limitations.
- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Taking implementing action on all disciplinary actions which are recommended in writing by assistant Directors and Staff Chiefs.

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- 1. (1) Taking implementing action on recommended personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors or Staff Chiefs concerned.
- (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades CS-13 and above. (See paragraph le re actions involving grades GS-16 and above. The Executive will make recommendations to the Director in each such case.)
- (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

6. Medical Standards

Initial appointment or reassignment to all positions are subject to established medical standards. Inasmuch as the signing of a medical waiver by an individual does not relieve the government of its liability under the regulations of the Employees Compensation Commission, no waivers of physical requirements will be granted.

7. Morit and Qualifications of Individuals

- a. The basis for all personnel actions in the igency will be individual qualifications and relative merit. Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. issistant Directors, Staff Chiefs, and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the igency.
- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other applicants and employees in similar fields and grades.
- c. Supervisory personnel at all levels must become thoroughly familiar with personnel under their jurisdiction to insure the just and objective administration of this policy.

8. Initiation of Personnel Actions

a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such

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individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.

b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

9. Relations with the Civil Service Commission

- a. The Classification Act of 1949 exempts the CIA from its provisions. Our personnel program, including position classification, appointment, promotion, etc., is carried out within the Agency without prior Civil Service Commission review. The Director has signed a written agreement with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.
- b. The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

10. Appointment Policies and Procedures

- a. Positions are filled by direct recruitment rather than by certification from the Civil Service Commission, but in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be carried in a trial period status for the first full year.
 - (2) An individual with prior Government service who has served under war service or excepted appointments will be required to serve the first six months in a trial period status.
 - (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.

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- c. During the trial period an employee will receive the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with vaterans' preference or Civil Service status will be accorded all rights and privileges granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.) Under certain conditions, it is possible for employees to achieve permanent Civil Service status while serving in this Agency. The Standard Civil Service regulations will be followed in each instance, after initial clearance has been received from the Personnel Relations Branch, Personnel Division.
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit Recruitment Requests in the original and three copies to the Personnel Division as requisitions to fill authorized vacancies. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual employment of an individual. In order to initiate security clearance a Personnel Action Request may be submitted against a position currently filled, providing the office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.
 - (2) An Application for Employment and a Personal History Statement will be obtained by the Personnel Division and forwarded with a Referral Sheet to the appropriate office. After careful review, the file will be returned to the Personnel Office with request for personnel action or reason for rejection.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall normally rost with the appropriate Assistant Director or Staff Chief, subject to qualifications review by the Personnel Divisions. The Personnel Chiefs may refer to the Executive through the Personnel Director, acceptance or rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.

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- (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.
- (4) The Personnel Division will notify the office concorned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Personnol Chiefs will contact each individual (including detailed IAC personnol) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel Division. In extraordinary circumstances the Executive or the Personnel Director may give verbal authorization for entrance on duty after assuring that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been mot.

11. Promotion Policies and Procedures

- a. An omployee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - (3) Completion of 90 day dotail period to position GS-7, or above. Incumbents of positions lower than GS-7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.

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- (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 - (a) GS-4, equivalent, and below Good or better for six months preceding promotion.
 - (b) GS-5 through GS-13 or equivalent Very Good or Excellent for six menths preceding promotion.
 - (c) GS-14 and above Excellent for one year preceding promotion.
- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

		Ti.								
	GS		•	CPC			T	imo in Gra	.do	
	1 2 3	ī.		1 2 3 4			. 3	months		
	4.			.5 6			6	months	-1	
***	6 7 8			7 3 9 10	× .	÷	9	months	- ,	
	9 ⁻ 10				- 1		12	months		
	11	-			-		15	months		
	12				1,176		18	months		
	13						~~~	months	: ,	
	14			•		0.	24	months	: -	•
	,		·							

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- d. Assistant Directors and Staff Chiofs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph 4 above.
- c. A request from a field station for a promotion must be accompanied by a Position Description prepared by the employee, which cutlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being performed.
 - (2) A statement of degree of difficulty and responsibility inhorent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- g. An employee occupying a classified position will be advanced to the next higher step within his grade, providing that he has 52 weeks of service without an equivalent increase in pay for grades GS-10 and below or 78 weeks service for grades GS-11 and above. In addition the employee must have a current efficiency rating of Good or better and a satisfactory conduct report.
- 12. Intra-Agency Transfer Policy
 A Personnel Action Request for intra-agency transfer will
 be prepared by the office to which the employee is being transferred.
 The Personnel Division will coordinate with the I&S Staff where appropriate.

13. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.

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- c. Upon recoipt of socurity clearance the individual will be called to duty by the Porsonnel Division and will be assigned to the requesting office.
- d. IAC porsonnol will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been mot.
- c. Separations and intra-agoncy transfors shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office. The Personnel Division will coordinate with the I&S Staff where appropriate.

14. Salary Administration

a. Regular full-time employees and temperary employees of the Agency with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- (a) Now appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, re-employment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b) Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) Whon an employee is promoted to a higher grade position he will be compensated at the lowest rate of such higher grade which exceeds his existing rate of compensation by not less than one-step increase of the grade from which promoted.
- (b) When an employee who has proviously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

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(3) Dotormining Salary in Caso of Chango to Lower Grade

- (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously hold. If the employee's salary in the lower grade is within a one-step range of his former rate he will be compensated at the step in the lower grade which is nearest his present salary.
- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 1. Employees who have carned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - 2. Employees who were changed to lower grades for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted in the absence of specific provision to the contrary.
- b. The salary policy new in effect for classified employees also will apply to ungraded employees with respect to: (1) entrance on duty, (2) premotion, (3) change to lower grade, (4) probational appointment, and (5) disciplinary action. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.
 - (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
 - (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six menths of ungraded

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service and annually thereafter until the top step has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period clapsed and whether or not an equivalent increase is involved.

(3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

15. Carcer Management

- a. The career management program of the Agency is designed to provide from within:
 - (1) A source of well qualified individuals to fill vacancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.
- b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency. The basic considerations for promotion will be preven ability and merit.

16. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to the Personnel Division a Personnel Information Report (Form No. 37-6) with copy to I&S Staff when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
 - (2) Is soparated from the Agency by transfer, resignation, or enters the military service from civilian employment.
- b. In addition to the above a Personnel Status Report (Form No. 38-7) shall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, I&S Staff.

17. Termination and Final Clearance

a. Each employee will obtain blearan prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for everseas duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to

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or from confidential fund status.

- b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date of the request. Upon receipt of the Personnel Action Request the Personnel Divisions will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the Inspection and Security Staff for security clearance, and will then obtain the additional required clearance by telephone, obtain the employee's signature, and direct the employee to deliver the form to the applicable payrell office. When the employee is unavailable all action indicated will be taken except precurement of the employee's signature.
 - c. The Chief of a field office will:
 - (1) De-brief the employee and secure all identification or credentials issued by CIA.
 - (2) On the Final Payment Clearance Sheet complete cortification blocks "office to which assigned" and "Security Branch".
 - (3) Obtain employee's signature and forwarding address.
 - (4) Forward the form to the Personnel Division through established channels,

18. These regulations will govern generally all personnel actions of this Agency, both evert and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intelligence

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Office Memorandum • United States Government

TO : Executive

DATE: 20 October 1949

FROM : Management Officer

SUBJECT:

1. This Administrative Instruction is a rewrite of present instructions by the Personnel Director. Major additions are:

a. Inclusion of paragraph on career management. (Page 9)

b. Tightening of instructions regarding assignment of IAC personnel. (Page 7)

c. Change in grade level from CAF-5 to CAF-7 for direct assignment by Personnel without reference to office concerned. (Page 4)

2. This Office concurs with the above changes. Authorization for Personnel to make assignment to include grade CAF-7 without reference to the office concerned is sound in principle. All assignments are made on the basis of specific requisitions and are based on position descriptions which have been mutually agreed on. In practice, however, it has been found that offices are not thoroughly satisfied with the present direct assignment of CAF-5 and below. These facts are brought to your attention as it is not felt the Management Officer has authority to make final decision in the matter.

3. At the suggestion of this Office, the Instruction has been rearranged to group like subjects such as Promotion Policies and Procedures, Appointment Policies and Procedures, etc. The previous Instruction contained these related subjects in widely scattered paragraphs.

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signature and direct the employee to deliver the form to the applicable payroll office of the Budget Office. When the employee is unavailable all action indicated will be taken except procurement of the employee's signature.

- c. The CIA Headquarters and Headquarters Detachment and the Naval Administrative Command will take similar action in the case of military personnel.
 - e. The Chief of a field office will:
 - (1) De-brief the employee.
 - (2) Complete certification blocks "office to which assigned" and "Security Branch".
 - (3) Obtain employee's signature and forwarding address.

(4) Forward the form to the Personnel Office through established channels.

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ADMINISTRATIVE INSTRUCTION NO.

subj; Personnel Policies and Procedures.

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ADMINISTRATIVE INSTRUCTIONS NO.

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SUBJECT: Personnel Policies and Procedures.

RESCISSIONS, Administrative Instruction dated 17 Aug

dated 17 August // anguly

1. Responsibilities and Functions of the Personnel Officer.

- a. The Personnel Officer only shall be directly responsible for performing the principal functions of the Agency with respect to procurement, placement, processing, position classification, salary administration, personnel relations and termination of employees. These personnel activities shall be performed by other offices only upon specific delegation by proper authority.

 b. The Personnel Office is responsible for:
 - (1) Maintaining a current record of authorized vacancies and approved requisitions.
 - (2) Establishing qualifications standards for all positions in CIA.
 - (3) Establishing priorities for recruitment on an agencywide basis.
 - (4) Maintaining constant contact with potential recruitment sources.
 - (5) Contacting and negotiating with individual applicants for employment. However, no person employed within the Department of National Defense, Department of State, Atomic Energy Commission, or other executive department or agency,

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or on a Congressional staff shall be interviewed or considered for employment within the Agency without a written notice of availability signed personally by the chief of the branch currently employing the person. No commitments relative to employment or salary will be made by other than the authorized personnel representative. There will be no discussion concerning employment with this agency without prior clearance of the contact with the Personnel Office,

except that Congressional inquires will be diested initially to the office of the several Coursel.

(6) Requesting all personnel security clearances. All Requests for information relative to personnel security clearances as well as the initiation of requests for personnel security clearance will be through the Personnel Office.

(7) Approving finally all personnel actions for grades
P-F, CAF-12 and below. Grades P-F, CAF-14 and above require
the approval of the Executive or, in his absence, the Deputy
Executive.

(8) Determining and approving for the Agency, service, series, grade and salary for all positions including classified, ungraded, and consultant positions, assuring uniformity of classification allocations throughout the agency.

(9) Processing all personnel actions including appointments, intra-agency transfers, promotions, demotions, within-grade promotions, and separations. The Personnel Officer only will terminate or suspend employees whenever such actions

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necessary and appropriate.

- (10) Establishing and operating a testing and training program to improve the selection and performance of employees.
- (11) Establishing and maintaining retention registers for reduction in force procedures.
- (12) Providing a personnel relations program to protect and stimulate employee interest and to serve as a medium

for management employee relationships.

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(13) Approving certain types of leave requests in action with provisions of administrative Instruction we Subject: Time, Leave and Pay.

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- (14) Reviewing and acting upon all disciplinary actions based upon written charges prepared by the operating office and signed by the Assistant Director or Staff Chief con-
- (15) Maintaining liaison with the Department of State and Department of State and the homed-forces for the purpose of administratively supporting detailed IAC personnel.
- (16) Provided a comprehensive medical program to promote the health and physical well-being of employees.

(17) Maintain constant liaison with the Civil Service Commission on all matters requiring Civil Service approval.

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such as classification of positions, officiency ratings, and

18) Maintaining adquate sunds Jenglogie experience, qualification and aptitudes by mechine methods to permit sound career wongeness.

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certification of suployees from Civil Service Registers,

2. Basis for Personnel Actions.

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a. Assistant Directors and Staff Chiefs are responsible for

Michael Proventing personnel actions affecting individuals under their

supervision, which are not assed purely on relative merit.

Emphasis on relative merit extends throughout all personnel

matters, including procurement, assignment to duty, promotions,

described assignments, items determinations, and the considered as including demonstrated ability, personal industry, integrity, loyalty, comparative length of service, and comparative general efficiency.

b. Supervisory personnel must become thoroughly familiar with the personnel under their jurisdiction and their utilization in order that they will recognize any contrary tendency and take appropriate action impediately.

3. Potioios for Appointment. appointment Policie. and Procedure

- a. CIA positions are filled under "Schedule A" authority by direct recruitment rather than by certification from the Civil Service Commission. However, positions are filled in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be

given an excepted appointment under "Schedule A" and will be carried in a trial period status for the first full year.

- (2) An individual with prior Government service who has served under war service or excepted appointments will be given an excepted appointment under "Schedule A" and will be required to serve the first six months in a trial period status.
- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.

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attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period, an employee will be terminated if his services do not meet Agency standards. An employee with veterans' preference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947) Section 102,

Appointment ques inguitancedures.

. The following procedures are established for the processing individuals for employment within CIA:

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(1) Assistant Directors and Staff Chiefs shall transmit

Form No. 37-8 in the original and six copies to the Personnel Office as a requisition to fill an authorized vacancy.

Personnel action ferment for actual employment of in quadruplicate shall be forwarded to the

Personnel Office as a requisition for actual employment of an individual. In order to initiate security clearance, a

"ferment action ferment"

The may be submitted against a position currently filled, providing the office concerned informs the Personnel Office on the approximate date that the present incumbent will is vacating the position.

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(2) Standard Form No. 57 and Form No. 38-1 will be obtained by the Personnel Office and forwarded with Form No. 37-9 to the appropriate office. If the office is interested, it will indicate to the Personnel Office the position to which the individual will be assigned.

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(a) Final selection or rejection of applicants for positions above grade CAF-5 and equivalent grades shall rest with the appropriate Assistant Director or Staff Chief. However, the Personnel Office may refer to the Executive any rejection case which he believes is not warranted.

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(b) Final authority for the selection and assignment of an employee in grade CAF-5 or equivalent and below, shall rest with the Personnel Office and consequently such eases are not referred to Assistant Directors or Staff Chiefs for action.

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- (c) All Personnel assignments are subject to the security approval of Inspection and Security.

 Upon the receipt of Ferm No. 27-3, the Personnel Office
- (3) Upon the receipt of lerm No. 67-3, the Personnel Office will make an offer of employment to the individual concerned, (subject to satisfactory security clearance) and upon indicated acceptance will initiate action for security clearance.

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- (4) The Personnel Office will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive or the Personnel Officer will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Officer, following security clearance. Each individual decarted (including IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Officer, stating that he has

been fully cleared and assigned for duty. A copy of this

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notice will be furnished Inspection and Security by the Personnel Office. In extraordinary circumstances, the Executive may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been met.

(6) The Personnel Office only shall request information directly from Inspection and Security concerning the status of the security clearance of a prospective employee. Inspection and Security shall not provide this information to any other office. All inquiries of this nature shall be directed to the Personnel Office.

Promotion Policies and Procedures.

- An employee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - (3) Completion of 90 day detail period to position CAF-7, P-2 or above. On lower grade position, employee must have assumed duties of position to which he is being promoted. Prior to the time of detail he must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies, and in no event shall the detail exceed 180 days. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
 - Submission of Form No. 37-3 by the office concerned to the Personnel Office indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The must indicate the allocated position that will be occupied.
 - (5) Evidence of angood or better efficiency rating for six Approved For Gedeane 2004/00/04 in CIA, RDPR 1-09728 R090 1990 1990 1990 15

equivalent: Very Good or Excellent for gir

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- b. Promotions are limited to one grade except in a case where no intermediate grade has been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

·P	SP	CAF	CPC	Time in Grade
	1	1	1	<u>2</u>
	2	2	2	Three months
	3	3	3	5 - * * * X
	4		4	
	5	4	5	1
1	6	5	6	Six months
	7	6	7	
	7	7	8	q
2	8	8	9	Nine months
	* *		10	* * *
N 1		9		
3		10		Twelve months
4		11		S Fifteen months
5		12		18 months
6		13		21 months
7		14		24 months

The same of the second of the

Personnel Office, Form No. 37-3 containing sufficient information to indicate compliance with the policies defined in paragraph 4 above.

A request from a field station for promotion must be accompanied by a position description on Standard Form No. 75, prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certifications of the immediate superior. In case of a proposed position in the field service, the description will be prepared by the individual who is most familiar with the duties and

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responsibilities to be performed. The position description should include:

- (1) An objective, concrete and factual description of the work being performed.
- (2) A statement of degree of difficulty and responsibility inherent in the position.
- (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.

Upon receipt of a request for promotion in the departmental service, a job audit will be made in order to determine the level of difficulty, responsibility, and, thereby, the grade at which the individual is performing.

To the next higher step within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above.

In addition, the employee must have a current of the providence of the provided that he has twelve months service for grades P-4, CAF-11 and above.

In addition, the employee must have a current of the provided that he has twelve months of service for grades P-4, CAF-11 and above.

In addition, the employee occupying a classified position will be advanced to the next higher step within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above.

In addition, the employee occupying a classified position will be advanced to the next higher step within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above.

In addition, the employee must have a current the provided that he has twelve months of service for grades P-4, CAF-11 and above.

In addition, the employee must have a current the provided that he has twelve months of service for grades P-4, CAF-11 and above.

5. Intra-Agency Transfer Policy.

a. An employee shall not seek reassignment within CIA without the prior written approval of the Personnel Officer, or his authorized representative. Such approval will be based upon the recommendation of the appropriate Assistant Director or Staff Chief.

b. Supervisory personnel shall not interview or seek the transfer of personnel without the written approval described in 5a above.

e. Transfers involving thistories of the service will be effected by the Bernand Officer in condination with the Hier commends.

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responsibilities to be performed. The position description should include:

- (1) An objective, concrete and factual description of the work being performed.
- (2) A statement of degree of difficulty and responsibility inherent in the position.
- (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.

Upon receipt of a request for promotion in the departmental service, a job audit will be made in order to determine the level of difficulty, responsibility, and, thereby, the grade at which the individual is performing.

An employee occupying a classified position will be advanced to the next higher step within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above.

In addition the employee must have a current of the england of better and a soliday region.

5. Intra-Agency Transfer Policy.

a. An employee shall not seek reassignment within CIA without the prior written approval of the Personnel Officer, or his authorized representative. Such approval will be based upon the recommendation of the appropriate Assistant Director or Staff Chief.

b. Supervisory personnel shall not interview or seek the transfer of personnel without the written approval described in 5a above.

e. Transferx involving the general of the servi will be effected by the Bersonal Office in condination with the officer commende.

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Approved For Release 2001/09/04: CIAIRDP81-00728R000100010005-8 Salary Administration.

a. Regular full-time employees and temporary employees of CIA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- of the grade. (Transfers, promotions, demotions, reemployment, and reinstatements are not new appointments within the meaning of this requirement.)
- (b) Employees appointed by transfer, reinstatement or reemployment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or reemployment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously earned in the Federal Service.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.
- (3) Determining Salary in Case of Change to Lower Grade
 - (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
 - (b) Exceptions: The policy outlined above does not

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apply in the following types of cases:

(i) Employees who have carned meritorious pay increases.

An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, at the time he is demoted, be permitted, to retain one step for each such advancement.

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(ii) Change to lower grade to accept probational appointment.

If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.

(iii) Change to lower grade for disciplinary reasons.

If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted, in the absence of specific provision to the contrary.

b. The salary policy now in effect for classified employees, will also apply to ungraded with respect to: (1) Intrance on

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duty, (2) promotions, (3) change to lower grade, (4) probational appointment and (5) disciplinary actions. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.

- (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
- (2) Ungraded employees who receive a conduct and efficiency report of satisfactory or higher, will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. On transfers between graded and ungraded positions the salary will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
- (3) Employees in an ungraded status will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

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Assignment of IAC Detailed Personnel.

- a. It shall be the responsibility of the receiving office or staff section to initiate a completed Ferm No. 37-3 on all assigned IAC personnel (including citation of the allocated position which the IAC member will encumber) prior to entrance on duty. The 3 (3 copies) must be accompanied by Form No. 38-1 (2 copies).
- b. The Personnel Office will initiate request for security clearance.
- c. Separations and intra-agency transfers of IAC, personnel shall be reported to the Personnel Office on Form No. 37-3, 177, initiated by the appropriate office.

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Approved For Release 2001/09/04 : CIA-RDP81-00728R000100010005-8 8. Career management a. The earer management program CIA is designed to provide from withen the cong; 11) a source of well qualified individuals to fill vacancies they occur. (2) a system whereby undividuals Through training and developme within e 14. be filled by the best qualified employee available within the agency regardent insideration for promotion will be proven ability and ment. Gresonnel Status Reports a. assistant Directors and Stap chief with some to the Personne Office Form 10.37-6, " Personne Impormation, When an employer: (1) though his name, home there, office wither, or home N office tiliphone number. (2) Is reported from the agency by transfer, resignation or inte the military serve from RRR civilian in playment. In addition to the above Form "Personnel Status Report"; with be RLR submitted when an employee change form will be souted to the human Africe and a copy to the Chiry, Dung

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16. Termination and Final Clearance

- 1. Each employee will obtain clearance prior to final payment. Clearance will be obtained on "Final Payment Clearance Sheet", Form No. 34-30, when an employee is being terminated, leaving for overseas duty, granted leave without pay for a period in excess of 60 calendar days, or when being transferred to or from an unvouchered fund status.
- 2. The Personnel Office will be notified by "Personnel Action Request", at least one week prior to the effective date of the request. Upon receipt of "Personnel Action Request", the Personnel Office will make necessary arrangements for an exit interview and for final clearance. The Personnel Office will direct the employee to Inspection and Security for security clearance and will then obtain the additional required clearances by telephone, obtain the employee's signature and direct the employee to deliver the form to the applicable payroll office of the Budget Office. When the employee is unavailable all action indicated will be taken except procurement of the employee's signature.
- 3. The CIA Headquarters and Headquarters Detachment and the Naval Administrative Command will take similar action in the case of military personnel.
 - 4. The Chief of a field office will:
 - a. De-brief the employee.
 - b. Complete certification blocks "office to which assigned" and "Security Branch".
 - c. Obtain employee's signature and forwarding address.
 - d. Forward the form to the Personnel Office through established channels.

STATINTL

ADMINISTRATIVE INSTRUCTIONS

Dates

STATINTL

SUBJECT: Personnel Policies and Procedures.

RESCISSION: Administrative Instruction No. 1948. dated 17 August

- 1. Responsibilities and Functions of the Personnel Officer. a. The Personnel Officer only shall be directly responsible for performing the principal functions of the Agency with respect to procurement, placement, processing, position classification,
 - salary administration, personnel relations and termination of employees. These personnel activities shall be performed by other offices only upon specific delegation by proper authority.
 - b. The Personnel Office is responsible for:
 - (1) Maintaining a current record of authorized vacancies and approved requisitions.
 - (2) Establishing qualifications standards for all positions in CIA.
 - (3) Establishing priorities for recruitment on an agencywide basis.
 - (4) Maintaining constant contact with potential recruitment sources.
 - (5) Contacting and negotiating with individual applicants for amployment. However, no person employed within the Department of National Defense, Department of State, Atomic Energy Commission, or other executive department or agency,

or on a Congressional staff shall be interviewed or considered for employment within the Agency without a written notice of availability signed personally by the chief of the branch currently employing the person. No commitments relative to employment or salary will be made by other than the authorized personnel representative. There will be no discussion concerning employment with this agency without prior clearance of the contact with the Personnel Office.

- (6) Requesting all personnel security clearances, all requests for information relative to personnel security clearances as well as the initiation of requests for personnel security clearance will be through the Personnel Office.
- (7) Approving finally all personnel actions for grades P-6, CAR-12 and below. Grades P-7, CAF-14 and above require the approval of the Executive or in his absence, the Deputy Executive.
- (8) Determining and approving for the agency, service, series, grade and salary for all positions including classified, ungraded, and consultant positions, assuring uniformity of classification allocations throughout the agency.
- (9) Processing all personnel actions including appointments, intra-agency transfers, promotions, demotions, within-grade promotions, and separations. The Personnel Officer only will terminate or suspend employees whenever such action is

necessary and appropriate.

- (10) Establishing and operating a testing and training program to improve the selection and performance of employ-
- (11) Establishing and maintaining retention registers for reduction in force procedures.
- (12) Providing a personnel relations program to protect and stimulate employee interest and to serve as a medium for management employee relationships.
- (13) Approving certain types of leave requests in accordance with provisions of Administrative Instruction

 STATINTL
 Subject: Time, Leave and Pay.
- (14) Reviewing and acting upon all disciplinary actions, based upon written charges prepared by the operating office and signed by the Assistant Director or Staff Chief concerned.
- (15) Maintaining liaison with the Department of State and the Armed Forces for the purpose of administratively supporting detailed IAC personnel.
- (16) Provide a comprehensive medical program to promote the health and physical well-being of employees.
- (17) Maintain constant limitson with the Civil Service Commission on all matters requiring Civil Service approval, such as classification of positions, efficiency ratings,

certification of employees from Civil Service Registers, otc.

2. Basis for Personnel Actions.

a. Assistant Directors and Staff Chiefs are responsible for preventing personnel actions affecting individuals under their supervision, which are not based purely on relative merit.

Emphasis on relative merit extends throughout all personnel matters, including procurement, assignment to duty, promotions, work assignments, leave determinations, etc. Kerit shall be considered as including demonstrated ability, personal industry, integrity, loyalty, comparative length of service, and comparative general efficiency.

b. Supervisory personnel must become thoroughly familiar with the personnel under their jurisdiction and their utilization in order that they will recognize any contrary tendency and take appropriate action immediately.

5. Policies for Appointment.

- a. GIA positions are filled under "Schedule A" authority by direct recruitment rather than by certification from the Givil Service Commission. However, positions are filled in accordance with established Givil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be

given an excepted appointment under "Schedule A" and will be carried in a trial period status for the first full year.

- (2) An individual with prior Government service who has served under war service or excepted appointments will be given an excepted appointment under "Schedule A" and will be required to serve the first six months in a trial period status.
- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- c. During the trial period an employee will receive the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period, an employee will be terminated if his services do not meet Agency standards. An employee with veterans preference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference Act of 1944, as emended, and Civil Service rubs and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947, Section 102, sub-paragraph c.

 7000 Page Y.
- 4. Promotion Policies.
 - a. An employee may be promoted to a higher grade subject to:

- (1) Existence of a suitable vacancy.
- (2) Complete qualifications of the individual for the vacancy.
- (3) Completion of 90 day detail period to position CAF-7, P-2 or above. On lower grade position, employee must have assumed duties of position to which he is being promoted. Prior to the time of detail he must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies, and in no event shall the detail exceed 180 days. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
- (4) Submission of Form No. 37-3 by the office concerned to the Personnel Office indicating the exact position and the date the employee is detailed in order that he may receive oredit for the detail period. The 37-3 must indicate the allocated position that will be occupied.
- (5) Evidence of a good or better efficiency rating for six months preceeding promotion for grades up to CAF-4 and equivalent; Very Good or Excellent for six months for grades CAF-5 through CAF-13 or equivalent; and Excellent for preceeding year for CAF-14 and above or equivalent.

- b. Premotions are limited to one grade except in a case where no intermediate grade has been recognized.
- o. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

P	SF	CAF	CPC	Time in Grade
-1-	1	1	1	
	2	2	2	Three wonths
	3	3	3	
	4		4 .	
	5	4	5	
1	6	5	6	Six months
2		6	7	
	7	7	v 48	
2	8	8	9	Nine months
			10	x = 1
3.		9		. The second second
8		10		Twelve months
4	7 T	11		Fifteen months
5		12		18 months
6		13		21 months
7		14		24 months

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5. Intra-Agency Transfer Policy.

- a. An employee shall not seek reassignment within CIA without the prior written approval of the Personnel Officer, or his authorized representative. Such approval will be based upon the recommendation of the appropriate Assistant Director or Staff Chief.
- b. Supervisory personnel shall not interview or seek the transfer of personnel without the written approval described in 5a above.

6. Appointment Processing Procedures.

- a. The following procedures are established for the processing of individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit form No. 57-8 in the original and six copies to the Personnel Office as a requisition to fill an authorized vacancy. Form No. 37-3 in quadruplicate shall be forwarded to the Personnel Office as a requisition for actual employment of an individual. In order to initiate security clearance, a 37-5 may be submitted against a position currently filled, providing the office concerned informs the Personnel Office on the 37-3 the approximate date that the present incumbent is vacating the position.
 - (2) Standard Form No. 57 and Form No. 38-1 will be obtained by the Personnel Office and forwarded with Form No. 37-9 to the appropriate office. If the office is interested, it will indicate to the Personnel Office the position to which the individual will be assigned.
 - (a) Final selection or rejection of applicants for positions above grade CAF-5 and equivalent grades shall rest with the appropriate Assistant Director or Staff Chief. However, the Personnel Office may refer to the Executive any rejection case which he believes is not warranted.

- (b) Final authority for the selection and assignment of an employee in grade CAF-5 or equivalent and below, shall rest with the Personnel Office and consequently such cases are not referred to Assistant Directors or Staff Chiefs for action.
- (c) All Personnel assignments are subject to the security approval of Inspection and Security.
- (5) Upon the receipt of Form No. 37-3, the Personnel Office will make an offer of employment to the individual concerned, subject to satisfactory security clearance, and upon indicated acceptance will initiate action for security clearance.
- (4) The Personnel Office will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive or the Personnel Officer will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Officer, following security clearance. Each individual (including IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Officer, stating that he has been fully cleared and assigned for duty. A copy of this

notice will be furnished Inspection and Security by the Personnel Office. In extraordinary circumstances, the Executive may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been met.

(6) The Personnel Office only shall request information directly from Inspection and Security concerning the status of the security clearance of a prospective employee. Inspection and Security shall not provide this information to any other office. All inquiries of this nature shall be directed to the Personnel Office. —— But I Py

7. Promotion Processing Procedures.

- a. Assistant Directors and Staff Chiefs shall forward to the Personnel Office Form No. 37-3 containing sufficient information to indicate compliance with the policies defined in paragraph 4 above.
- b. A request from a field station for promotion must be accompanied by a position description on Standard Form No. 75,
 prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certifications of the immediate superior. In case of a proposed position
 in the field service, the description will be prepared by the
 individual who is most familiar with the duties and

responsibilities to be performed. The position description should include:

- (1) An objective, concrete and factual description of the work being performed.
- (2) A statement of degree of difficulty and responsibility inherent in the position.
- (3) An account of the nature and extent of supervision. independent judgment and decisions exercised by the indumbent.
- c. Upon receipt of a request for promotion in the departmental service, a job audit will be made in order to determine the level of difficulty, responsibility, and, thereby, the grade at which the individual is performing.

a. Regular full-time employees and temporary employees of CIA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- (a) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, reemployment, and reinstatements are not new appointments within the meaning of this requirement.)
- (b) Employees appointed by transfer, reinstatement or reemployment to a position of the same grade will be

permitted to retain periodic pay increases previously received.

(c) Employees appointed by transfer, reinstatement, or reemployment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously earned in the Federal Service.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.
- (3) Determining Salary in Case of Change to Lower Grade
 - (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
 - (b) Exceptions: The policy outlined above does not

apply in the following types of cases:

(1) Employees who have earned meritorious pay increases.

An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, at the time he is demoted, be permitted to retain one step for each such advancement.

(ii) Change to lower grade to accept probational appointment.

If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.

(iii) Change to lower grade for disciplinary reasons.

If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is denoted, in the absence of specific provision to the contrary.

b. The salary policy now in effect for classified employees, will also apply to ungraded with respect to: (1) Entrance on

- duty, (2) promotions, (3) change to lower grade, (4) probational appointment and (5) disciplinary actions. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.
 - (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
 - (2) Ungraded employees who receive a conduct and efficiency report of satisfactory or higher, will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. On transfers between graded and ungraded positions the salary will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
 - (5) Employees in an ungraded status will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

9. Within-Grade Promotions.

a. An employee occupying a classified position will be advanced to the next higher step within his grade, provided that he has teelve months of service for grades P-5, CAF-10 and below or has eighteen months service for grades P-6, CAF-11 and above.

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In addition, the suployee must have a current efficiency rating of Good or better and a satisfactory conduct report.

10. Assignment of IAC Detailed Personnol.

- a. It shall be the responsibility of the receiving office or staff section to initiate a completed Form No. 37-3 on all assigned IAC personnel (including citation of the allocated position which the IAC member will encumber) prior to entrance on duty. The 37-3 (3 copies) must be accompanied by Form No. 38-1 (2 copies).
- b. The Personnel Office will initiate request for security clearance.
- c. Separations and intra-agoncy transfers of IAC personnel shall be reported to the Personnel Office on Form No. 37-3, initiated by the appropriate office.

11. Termination.

a. Offices and Staff Sections will complete Form No. 37-3 for an employee under their jurisdiction who has submitted a resignation, stating the reason therefor, together with any explanation or suggestion which may help to prevent the loss of the employee, and forward the completed form to the Personnel Officer at least two weeks in advance of the separation date. Upon receipt of the 37-3 the Personnel Office, after pre-exit interview, in instances where the employee still wishes to resign, will prepare Form No. 34-30 indicating there-on the routing to be followed for clearance.

DISTRIBUTION: A

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ADMINISTRATIVE INSTRUCTIONS NO. (REVISED)

STATINTL

SUBJECT: Personnel Policies and Procedures.

RESCISSIONS: *dministration Administratid Administr

General Order No. Personnel Staff with the following functions:

> Provides staff advice to the Agency on all matters of personnel policy.

(2) Establishes and controls all liaison with the Civil Service Commission and other agencies in connection with personnel matters.

(3) Reviews and certifies for the Agency all personnel position descriptions used as a basis for establishing duties and grades for such positions, and conducts all liaison with the Civil Service Commission in connection therewith.

Conducts research in connection with and prepares Agency programs for:

> Career Management E.

b. Improvement of efficiency rating system.

Classification and salary administration.

Other personnel matters requiring policy determination .

2. This order also established Personnel Divisions within the Overt Support Staffs with responsibility for providing various personnel services in accordance with announced policies. These policies and the procedures through which they will be carried out are set forth below. a. The Personnel Officers of

the above Division only shall e responsible for performing the principal functions of the Agency with spect to procurement, placement, processing, position classification, qualifications, lary administration, personnel relations and termination of employees. se personnel activities shall be performed by other offices only upon ific delegation by proper authority.

b. The Personnel Division, Overt Support Stuff, has responsibility for providing central personnel services as follows:

Procurement, assignment, administration, and disposition
of military personnel detailed from the military departments
of the Department of Defense.

2. Hediculaservice.

- 3. Employee relations service.
- 4. Personnel testing service.
- 5. Receipt and appropriate dispostion of applicants for positions with the Agency who apply either in person or by mail without specific prior contact or arrangement with the Porsonnel Division of the Covert Support Staff.
- 6. Maintains a central record of applicants who have potential future value to the Agency for whom no immediate positions are available.
- 7. Is responsible for the preparation and dispatch of all letters of reflection for employment.
- c. The Personnel Division of each Support Staff will be responsible for providing the following personnel services, for the appropriate confidence.
 - 1. An adequate personnel position control system.
 - 2. Procurement, Placement, and disposition service, combustee of departmental positions.
 - 3. Internal personnel classification and job audit activities, exclusive of final review and certification of positions.
 - 4. An overseas rotation program, for evert activities.
 - 5. Maintaining a current record of authorized vacancies and approved requisitions.
 - 6. Establishing qualifications standards for all positions.
 - 7. Establishing priorities for recruitment.
 - 8. Maintaining constant contact with potential recruitment sources.
 - 9. Contacting and negotiating with individual applies ts for

omployment. However, no person employed within the Department of National Defense, Department of State, Atomic Energy Commission, or other executive department or agency, or on a Congressional Staff shall be interviewed or considered for employment within the Agency without a written notice of availability signed personally by the chief of the division currently employing the person. No Commitments relative to employment or salary will be made by they then the authorized personnel representative. There will be no discussion concerning employment with this Agency without prior clearance of the centact with the Personnel Tribons except that Congressional inquiries will be directed initially to the office of the General Counsel.

- 10. Requesting all personnel security clearances. Requests for information relative to personnel security clearances as well as the initiation of requests for personnel security clearance will be made through the Personnel Office.
- 11. Approving finally all personnel actions for grades P-5, CAF-12 and below. Grades P-6, CAF-13, and above require the approval of the Executive, or, in his absence, the Deputy Executive.
- Processing all personnel actions including appointments, promotions, demotions, within-grade promotions, and separations; intra-agency transfers would be processed by the receiving office. The Personnel collection only will terminate or suspend employees whenever such action is necessary and appropriate.

- 13. Establishing and operating a training program to improve the performance of employees.
- 14. Establishing and maintaining retention registers for reduction in force procedures.
- 15. Maintaining the efficiency rating program.
- 16. Reviewing and acting upon all disciplinary actions based upon written charges prepared by the operating office and signed by the Assistant Director of Staff Chief concerned.
- 17. Maintaining liaison with the Department of State and the Department of Defense for the purpose of administratively supporting detailed IAC personnel.
- 18. Maintaining adequate records of employee qualifications

 to permit sound career management.

4 % Basis for Personnel Actions.

a. Assistant Directors and Staff Chiefs are responsible for recommending personnel actions affecting individuals under their supervision. The basis of such recommendations will be relative morit. Emphasis on relative merit extends throughout all personnel matters, including procurement, assignment to duty, promotions, duty assignments, and transfers. Merit shall be considered as including demonstrated ability, personal industry, integrity, loyalty, comparative length of service, and comparative general efficiency.

b. Supervisory personnel must become thoroughly familiar with the personnel under their jurisdiction and their utilization in order to develop and maintain the highest possible degree of efficiency.

Appointment Policies and Procedures

- a. CIA positions are filled under "Schedule A" authority by direct recruitment rather than by certification from the Civil Service Commission. However, positions are filled in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be given an excepted appointment under "Schedule A" and will be carried in a trial period status for the first full year.
 - (2) An individual with prior Government service who has served under war service or excepted appointments will be given an excepted appointment under "Schedule A" and will be required to serve the first six months in a trial period status.
 - (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with veterans perference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference.

 Act of 1944, as amended, and Civil Service rules and regulations.

(These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.)

- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit

 Form No. 37-9 in the original and six copies to the Personnel

 Office as a requisition to fill an authorized vacancy. "Personnel

 Action Request" in quadruplicate shall be forwarded to the

 Personnel office as a requisition for actual employment of an individual. In order to initiate security clearance, a "Personnel Action Request" may be submitted against a position currently filled, providing the office concerned informs the Personnel office on the form the approximate date that the present incumbent will vacate the position.
 - (2) Standard Form 57 and Form No. 38-1 will be obtained will \{\psi} \text{the Personnel Office and \(\formalfor\) forwarded with Form No. 37-9 to the appropriate office. If the office is interested, it will indicate to the Personnel Office the position to which the individual will be assigned.
 - (a) Final selection or rejection of applicants for positions above grade CAF-7 or equivalent shall rest with the appropriate Assistant Director or Staff Chief.

 However, the Personnel Officer may refer to the Executive any rejection case which he believes is not warranted.

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- (b) Final authority for the selection and assignment of an employee in grade CAF-5 or equivalent and below, shall rest Chiefs with the Porsonnel Officer.
- (c) All personnel assignments are subject to the security approval of Inspection and Security.
- (3) Upon the receipt of "Personnel Action Request", Personnel Confider will make an offer of employment to the individual concerned, (subject to satisfactory security clearance) and upon indicated acceptance will initiate action for security clearance.
- (4) Personnel office will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive or the Personnel Office, will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Officer, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Officer stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished Inspection and Security by the Personnel Office. In extraordinary circumstances, the Executive may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been met.

(6) The Personnel on only shall request information directly from Inspection and Security concerning the status of the security clearance of a prospective employee. Inspection and Security shall not provide this information to any office.

6.4. Promotion Policies and Procedures.

- a. An employee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
- P-2, or above. On lower grade positions employee must have assumed duties of a position to which he is being promoted. Prior to the time of detail he must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies, and in no event shall the detail period exceed 180 days. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
- (4) Submission of "Personnel Action Request" to the Personnel Office indicating the exact position and the date the employee is detailed in order that he may receive oredit for the detail period. The form must indicate the allocated position that will be occupied.

- (5) Evidence of a efficiency rating of good or better for six months proceeding promotion for grades up to CAF-4 and equivalent; Very Good or Excellent for six months for grades CAF-5 through CAF-13 or equivalent; and Excellent for preceeding year for CAF-14 and above or equivalent.
- b. Promotions are limited to one grade except in a caseSwhere no intermediate gradeSwhere recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a
 guide in determining appropriate time in grade for promotion
 pruposes:

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d. Assistant Directors and Staff Chiefs shall forward to the Personnel Office "Personnel Action Request" containing sufficent information to indicate compliance with the policies defined in paragraph 4 above.

- e. A request from a field station for a promotion must be accompanied by a position description on Standard Form 75, prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In case of a proposed position in the field service, the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The position description Must should include:
 - (1) An objective, concrete and factual description of the work being performed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incum-
- f. Upon receipt of a request for promotion in the departmental service, a job audit will be made in order to determine the level of difficulty, responsibility, and, thereby, the grade at which the individual is performing.
- g. An employee occupying a classified position will be advanced to the next higher step within his grade, provided that he has twelve months of service without an equivilent increase in pay for grades P-3, CAF-10, and below or has eighteen months service for grades P-4, CAF-11, and above. In addition, the employee must have a current efficiency rating of Good or Better and a satisfactory

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& account of TAC Gersonnel
B. Military Personnel
It shall be the responsibility of the receiving office to
initiate a completed "Personnel Action Request" on all william TAC
Personnel toucher with a position description. In these instances
where a condidate can be named, the name will be transmitted for
consideration. Form 37-3 and position description will be forwarded
to Personnel Headquarters & Headquarters Detachment. (2) Upon
selection of a candidate. Hondon will obtain Personnel History
Statements and will initiate security clearance request: (3) Upon
by Head to the individual will be called to duty
office. Of hillitary Personnel will not be allowed to work in
restricted buildings until they are given a statement by Headquarters
certifying that all provisions for appointment have been met.
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manner as classified personnel except that an additional copy of
37-3 will be prepared and routed to the Headquarters Detachment.
This applies to transfers between funds as well as trans-
fers botween offices.
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conduct report.

7 %. Intra-Agoncy Transfer Policy.

- a. An employee shall not seek reassignment within CIA without the prior written approval of the Personnel of the Personnel authorized representatives. Such approval will be based upon the recommendation of the appropriate Assistant Director or Staff Chief.
- b. Supervisory personnel shall not interview or seek the transfer of personnel without the written approval described in 5a above.
- d. A transfor involving exigencies of the forther will be Chief: Hampley Divisions!

 effected by the Personnel, Officer in coordination with the offices

concerned.

9. K. Salary Administration.

a. Regular full-time employees and temporary employees of CIA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- (a) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, remployment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b) Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.

(c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow oredit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously earned in the Federal Service.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

(3) Determining Salary in Case of Change to Lower Grade

- (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
- (b) Exceptions: The policy outlined above does not apply in the following types of Cases:

- 1. Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, be permitted, at the time he is demoted, to retain one step for each such advancement.
- 2. Change to lower grade to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
- 3. Change to lower grade for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted, in the absence of specific provision to the contrary.

b. The salary policy now in effect for classified employees, will also apply to ungraded with respect to: (1) entrance on duty, (2) promotions, (3) change to lower grade, (4) probational appointment, and (5) disciplinary actions. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.

- (1) An employee transferring from a classified position to an ungraded position will do so without loss in sulary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
- (2) An ungraded employee who receives a conduct and efficiency report of satisfactory or higher, will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. On transfers between graded and ungraded positions the salary will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
- (3) An employee in an ungraded status will have an opportunity to earn stop increases as a result of meratorious service and superior accomplishments.

or staff section to initiate a completed "Personnel Action
Request" on all assigned IAC personnel (including citation of the
allocated position which the IAC member will encumber) prior to
entrance on duty. The form (3 copies) must be accompanied by
Form No. 38-1 (2 copies).

(2) **Sersonnel Office* will initiate a request for security clearance.

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(3)c Separations and intra-agency transfers of IAS detailed

Reguget" initiated by the appropriate office.

- a. The career management program of CIA is designed to provide from within the Agency:
 - (1) A source of well qualified individuals to fill vacancies as they occur.
- (2) A system whereby individuals may qualify con better respectible positions through training and development within CIA.

b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency.

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The basic considerations for promotion

will be proven ability and merit.

11. 36. Personnel Status Reports

- Assistant Directors and Staff Chiefs shall submit to Personnel Communication Form No. 37-6, "Personnel Information", when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
 - (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.
- b. In addition to the above, Form No. 38-7, "Personnel Status Report", shall be submitted following any change in an emply yels marital status. The original of the form will be routed to the Personnel College and a copy to the Chief, Inspection and Security Staff.

12. M. Tormination and Final Clearance

- a. Each employee will obtain clearance prior to final .

 payment. Clearance will be obtained on "Final Payment Clearance Sheet", Form No. 34-30, when an employee is being terminated, leaving for overseas duty, granted leave without pay for a period in excess of 60 calendar days, or when being transferred to or from an unvoucered fund status.
- Action Request", at least one week prior to the effective date of the request. Upon receipt of "Personnel Action Request", the Personnel Action Request", the Personnel Action will make necessary arrangements for an exit interview and for final clearance the Personnel Office will direct the employee to Inspection and Security for security clearance and will then obtain the additional required clearance by telephone, obtain the employee's signature and direct the employee to deliver the form to the applicable payroll office of the Employee's When the employee is unavailable all action indicated will be taken except procurement of the employee's signature.
- the Naval Administrative Company will take similar action in the case of Military personnel.
 - d. The Chief of a field office will:
 - (1) De-brief the employee.
 - (2) Complete certification blocks "office to which assigned" and "Security Branch".

- (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Office through established channels.

13.42. Personnel Records

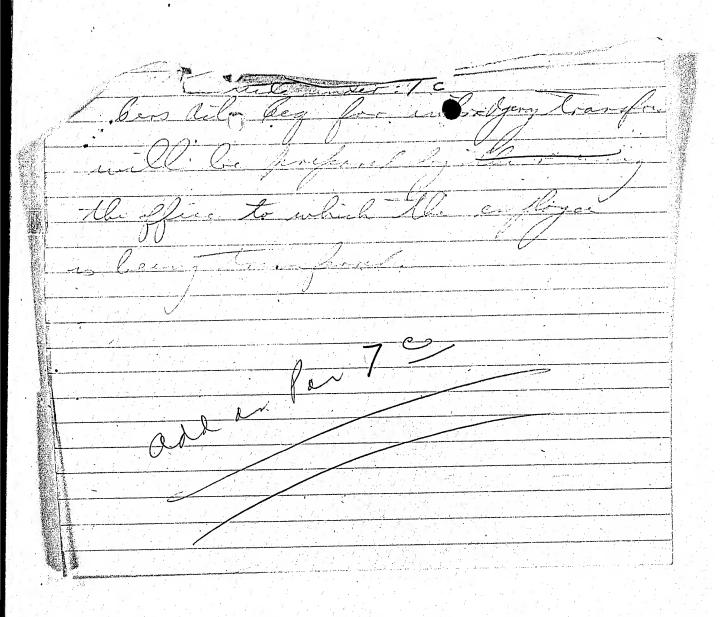
a. Personnel records will be maintained by machine records insofar as is practicable and necessary personnel reports will be obtained through these machine records. These records will be adequate for furnishing necessary information for the career management program described in 9 above.

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Captain, USN Executive

James My.

Approved For Release 2001/09/04 : CIA-RDP81-00728R000100010005-8 STATINTL



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COMPRESSION.

CENTRAL INTELLIGENCE AGENCY Washington, D. C.

Executive Registry

ADMINISTRATIVE INSTRUCTION

18 November 1949

SUBJECT:

Personnel Policies and Procedures

25X1A RESCISSIONS:

25X1A

25X1A

Administrative Instruction No. Administrative Instruction No. Administrative Instruction No.

dated 17 August 1948, dated 25 March 1947, and dated 11 August 1949.

REFERENCE:

General Order

(Revised), dated 5 October 1949.

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to only the Agency officials listed below to act on personnel actions (appointment, employ ment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

Executive

Deputy Executive

Personnel Director

Chief, Administrative Staff

Chief, Personnel Division, Administrative Staff

Chief, Special Support Steff

Chief, Employees Division, Special Support Staff

Designated subordinates of the above listed officials.

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b. Officials and employees not listed above are prohibited from discussing personnel actions with individuals to whom such actions will apply, without the prior knowledge and approval of the appropriate official listed above. Such approval will in no case include authorisation to make commitments of any nature for actual employment or salary hevel. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.

2. Proselyting

- a. Officials and employees of this Agency, including those listed in paragraph la above, are <u>prohibited</u> from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.
- b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.

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3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of Instructions the term "Personnel Divisions" as vised herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff
Employees Division, Special Support Staff

- b. IAC personnel are those individuals detailed for duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the headquarters or central office of the Agency.



4. Congressional Inquires All inquires, either written or verbal, from members of the Congress received by any individual or activity of this Agency will be immediately referred to the General Counsel for action and preparations of reply. The General Counsel is responsible for adequate coordination in each case prior to preparation of reply.

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- 5. General Responsibilities of Personnel Divisions Under the policy guidance of the Personnel Director and the direct superfision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:
 - a. Programment, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees.
 - b. Assisting the Personnel Director to establish qualification standards for all positions.
 - c. Recommending position classification for all positions to the Personnel Director.
 - d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
 - e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
 - g. Maintaining continual contacts with potential personnel procurement sources.
 - h. Exclusive limitson with the I&S Staff relative to personnel security clecks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
 - is Establishing personnel training programs within specifically authorized limitations.

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- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Reviewing and acting on all disciplinary actions which are signed and presented by Assistant Directors and Staff Chiefs.
 - 1. (1) Taking final action on personnel actions involving grades GS-12 and below, except when there are unremolved disagreements with Assistant Directors of Staff Chiefs concerned.
 - (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades GS-13 and above.
 - (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

6. Merit and qualifications of Individuals

a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit.

Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency.

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- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other employees in similar fields and grades.
- c. Supervisory personnel at all levels must become throughly familiar with personnel under their jurisdiction to insure the just and objective administrative of this policy.

7. Initiation of Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.
- b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

8. Relations with the Civil Service Commission

a. The Classification Act of 1949 exempts the CIA from its provisions. As a result, our personnel program,



including position classification, appointment, promotion, etc., is carried out within the Agency without Civil Service Commission review.

- b. However, the Director has signed a written agreement with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.
- c. The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

9. Appointment Policies and Procedures

- a. Positions are filled by direct recruitment rather than by certification from the Civil Service Commission.

 However, positions are filled in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
- (1) An individual without prior Government service will be carried in a trial period status for the first full year.
- (2) An individual with prior Government service who has served under war service or excepted appointments will be required to serve the first six months in a trial period status.

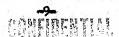
- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- c. During the trial period an employee will receive
 the special attention and instruction required to acquaint
 him with his duties and to develop his ability to perform
 his work in the most satisfactory manner. After a fair
 and full trial period an employee will be terminated if
 his services do not meet Agency standards. An employee
 with veterans' preference or Civil Service status will
 be accorded all rights and privileges granted him under
 the Veterans Preference Act of 1944, as amended, and
 Civil Service rules and regulations. (These privileges
 are subject to special final authority granted to the
 Director by the National Security Act of 1947.)
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit a Recruitment Request (Form No. 37-8) in the original and three copies to the Personnel Division as a requisition to fill an authorized vacancy. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual employment of an individual. In order to initiate security clearance a Personnel Action Request may be submitted against a position currently filled, providing the

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office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.

- (2) An Application for Federal Employment (Standard Form 57) and a Personal History Statement (Form No. 38-1) will be obtained by the Personnel Division and forwarded with a Referral Sheet (Form No. 37-9) to the appropriate office. If the office is interested, it will indicate the position to which the individual will be assigned.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall rest with the appropriate Assistant Director or Staff Chief. However, the Personnel Chiefs may refer to the Executive rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.
 - (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.



- (4) The Personnel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive or the Personnel Chiefs will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel Division. In extraordinary circumstances the Executive. may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been met.
- (6) Status of security clearance of prospective employees will be obtained from the Inspection and Security Staff only by the Personnel Division.

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10. Promotion Policies and Procedures

- a. An employee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - GS=7, or above. Encumbert of positions lower than GS=7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the redomnended position.

 No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
 - (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 GS-4, equivalent, and below Good or better for six months preceding promotion

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GS-5 through GS-13 or equivalent - Very Good or

Excellent for six months preceding promotion

GS-14 and above - Excellent for one year preceding
promotion

- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

GS	CPC	Time in Grade
1 2 3	1 2 3 4	3 months
4 5	5	6 months
6 7 8	7 8 9 10	9 months
10		12 months
n		15 months
12		18 months
13		21 months
14		24 months

- d. Assistant Directors and Staff Chiefs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph 6 above.
- e. A request from a field station for a promotion must be accompanied by a Position Description (Standard Form 75) prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being preformed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- An employee occupying a classified position will be advanced to the next higher step within his grade, providing that he has twelve months of service without an equivalent increase in pay for grades GS-10 and below or eighteen months service for grades GS-11 and above. In addition the

employee must have a current efficiency rating of Good or better and a satisfactory conduct report.

11. Intra-Agency Transfer Policy

a. A Personnel Action Request for intra-agency transfer will be prepared by the office to which the employee is being transferred.

12. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.
- c. Upon receipt of security clearance the individual will be called to duty by the Personnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- e. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office.

13. Selery Administration

a. Regular full-time employees and temporary employees
of the Agency with a regular tour of duty compensated on a
per annum basis will be paid in accordance with the following policy:

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(1) Entrance on Duty Salary

- (a) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, re-employment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b). Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously earned in the Federal Service.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

(3) Determining Salary in Case of Change to Lover Grade

(a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower

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grade and in any higher grades previously held.

- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 2. Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior: accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - 2. Employees who were changed to lower grades for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted in the absence of specific provision to the contrary.
- b. The salary policy now in effect for classified employees also will apply to ungraded with respect to: (1) entrance on duty, (2) promotion, (3) change to lower grade, (4) probational

CONTINUE

appointment, and (5) disciplinary action. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.

- (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
- (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
- (3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

14. Cereer Management

- a. The career management program of the agency is designed to provide from withins
 - (1) A source of well qualified individuals to fill vacancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.

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b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency. The basic considerations for promotion will be proven ability and merit.

15. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to the Personnel Division a Personnel Information (Form No. 37-6) when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
- (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.

 b. In addition to the above a Perwonnel Status Report (Form No. 38-7) shall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, Inspection and Security

16. Termination and Final Clearance

- a. Each employee will obtain clearance prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for overseas duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to or from an unvouchered fund status.
- b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date

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CONFIDENTIAL

of the request. Upon receipt of the Personnel Action Request

Division

the Personnel/will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the

Inspection and Security Staff for security clearance, and will

then obtain the additional required clearance by telephone,

obtain the employee's signature, and direct the employee

to deliver the form to the applicable payroll office. When

the employee is unavailable all action indicated will be

taken except procurement of the employee's signature.

- c. The Chief of a field office will:
 - (1) De-brief the employee.
- (2) On the Final Payment Clearance Sheet complete certification blocks "office to which assigned" and "Security Branch".
- (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Division through established channels.
- 17. These regulations will govern generally all personnel actions of this Agency, both overt and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intelligence

DISTRIBUTION: A.

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ADMINISTRATIVE INSTRUCTION

16 aug. 48

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SUBJECT: Personnel Policies and Procedures

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(This rescinds Administrative Instructions and date 31 October 1946; and Amendment No. 1, dated 13 December 1946 and 10 October 1947 respectively; and Amendment No. 1, dated 24 April 1947 and 2 September 1947 respectively; dated 4 December 1947; and dated 30 June 1948. This also rescinds remorandum dated 4 February 1947, Subject: Policy Governing Classification of Positions in CIG, to the Assistant Directors of all Offices and Chief of Coordinating and Planning Staff).

1. Personnel Branch Responsibilities

- a. The Personnel Branch, A&M, is responsible for performing the following functions with respect to procurement, processing, position classification and termination of personnel:
 - (1) Maintaining a list of authorized vacancies and approved requisitions.
 - (2) Establishing priority of recruitment on an agency-wide basis.
 - (3) Maintaining constant contact with potential recruitment sources. Only the Personnel Branch, will.

 establish-such-contacts for procurement purposes.
 - (4) Contacting and negotiating with individual applicants for employment.
 - (5) Coordinating with the Executive for Inspection and Security for the purpose of initiating and expediting security clearances for prospective employees.
 - (6) Finally approving all personnel actions for grades P-5, CAF-12 and below. Grades P-6, CAF-13 and above

require the concurrence of the Executive Director or in his absence the Executive for Administration and Management.

- (7) Classification and allocation of positions to appropriate service, grade and class, and for determining rates of pay applicable to positions not subject to the provisions of the Classification Act.
- (8) Processing all personnel actions including appointments, intra-agency transfers, promotions, demotions, within-grade promotions, and separations.
- (9) Providing an employee relations program to protect and stimulate employee interest and to serve as a medium for management-employee relationships.
- (10) All disciplinary action will be considered and acted upon by the Personnel Branch, based upon written charges prepared by the operating agency and signed by the Assistant Director or Staff Read concerned.
- (11) Establishing and operating a testing and training program to improve the selection and performance of employees.
- (12) Maintaining liaison with the Dept. of State and the armed forces for the purpose of supporting administrative attituded tratively assigned IAC personnel. (All contacts relative to such personnel will be made through this Branch.)
- (13) Providing a comprehensive medical program to insure
 the health and physical well-being of all employees.

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The Personnel Branch, AMM, performs constant liaison with the Civil Service Commission on all matters requiring Civil Service approval, such as classification of positions, efficiency ratings, certification of employees from Civil Service registers, etc.

2. Basis for Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for insuring against personnel actions affecting individuals under their supervision which are not based purely on relative merit. Emphasis on relative merit extends throughout all personnel matters, including: procurement, assignment to duty, promotions, work allocations, leave determinations, etc. Merit shall be considered as including: demonstrated ability, personal industry, integrity, loyalty, comparative length of service, promptness of action and comparative general efficiency.
- b. Each Assistant Director and Staff Chief must become so thoroughly familiar with the personnel of his organization and their utilization that kerrenare cognize any contrary tendency and take appropriate action immediately.

3. Policies for Appointment

- a. All CIA positions are filled under "Schedule A" authority and as such are filled by direct recruitment rather than by certification from the Civil Service Commission. However, all positions are filled in accordance with established Civil Service procedures.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) Individuals without prior Government service will be given an excepted appointment under Schedule A and will be required to serve the first full year of service in a trial period status.

- (2) Individuals with prior Government service who have served under war service or excepted appointments will be given an excepted appointment under Schedule A and will be required to serve the first six months of service in a trial period status.
- (3) Individuals with Civil Service status will be appointed by transfer or reinstatement to positions without any time limitation or trial period.
- attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner.

 After a fair and full trial period, an employee will be terminated if his long many tangends.

 Services are unsatisfactory. Employees with veteran's preference or Civil Service status will be accorded all rights and privileges granted them under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations.

4. Promotion Policies

- a. Civilian employees may be promoted to higher grades subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualification of the individual for the vacancy.
 - of the pecition of the next higher grade for a minimum period of ninety days. This statement does not constitute a barrier to individuals whose positions have been reclassified to higher grades. The ninety day period?

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- outlined herein should be covered by a memorandum of detail placed in the employee's file at the beginning of such period.
- (4) A "Fory" Good" or "Excellent" efficiency rating for the preceding six-month period, with the exception of promotions to grades P-7, CAF-II, and above, which require an "Excellent" efficiency rating for the preceding twelve-month period.
- (5) A previous record of steady advancement.
- b. Promotions are limited to one grade except in those cases where no intermediate grade has been established.

Each Assistant Director and Staff Chief should, in accordance with this policy, provide an opportunity for advancement of all employees under his jurisdiction based upon personal browledge of the capabilities of his employees

After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

P	SP	CAF	CPC	Time in Grade	
	1 2 3 4	1 2 3	1 2 3 4	3 months	
1	5	4 5	5	6 months	
2	8	6 7 8	7 8 9 10	9 months	
3	- 	9 10	*:	12 months	-
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5	١.	12	i i i	18 months	
6	3 T	13		21 months	
7		14	1 1 X	24 months	
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by separate instructions.

5. Intra-Agency Transfer Policy

- a. Employees may not seek reassignment within CIA without the prior written approval of the Chief, Personnel Branch, ACC, or his authorized representative. Such approval will be based upon the recommendation of the appropriate Assistant Director or Staff Chief.
- b. Assistant Directors and Staff Chiefs may not interview or seek the transfer of personnel until such employee presents the written approval described in Ja above.

6. Appointment Processing Procedures

- a. The following procedures are established for the processing of an individual for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs will transmit Recruitment

 Request Form No. 37-8 in duplicate to the Personnel Branch

 as & requisition to fill authorized vacancies and

 Personnel Action Request
 forward Form No. 37-3 in quadruplicate to the

 Personnel Branch as & requisition for actual employment of the individual selected.

 Personal History Statement Form No.

 (2) (a) Forms No. 57 and 38-1 will be obtained by the Personnel

Branch and will be forwarded to appropriate offices within CIA. If interested, the office will indicate to the Personnel Branch the position to which the individual will be assigned. Final selection or rejection, above grade CAF-5, will rest with the

appropriate Assistant Director or Staff Chief. However, the chief, Personnel Branch will refer to the Exer APA9 H any DECTRICATED

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- (#) Final authority for the selection and assignment of and wage rates employees, grade CAF-5, and equivalent grades/and below, chip, rests with the Personnel Branch and consequently such cases are not referred to Assistant Directors or Staff Chiefs for action. The Personnel Branch will determine the suitability of qualifications. All personnel assignments are subject to the somewhere of the Executive for I & S.
- (3) Upon the receipt of Form No. 37-3, the Personnel

 Branch will make an offer of employment to the individ
 rubjut to catifulian neurity demands,

 ual concerned, and upon indicated acceptance will.
- initiate action for security clearance. Under no circumstance will eithe grade or calony be specifically included in the offer.

 (4) The Personnel Branch will notify the office concerned of the failure of individuals to receive security clearance and will take appropriate action to inform

the individual of his rejection.

the Chief, Personnel Branch, will contact all individ
uals (including extigued IAC personnel) relative to

entrance on duty. Individuals assigned to personnel

pools will be instructed to report for duty in the

various offices by the Chief, Personnel Branch,

following security clearance. Each individual, including assigned IAC personnel, reporting for duty will

present to the appropriate Assistant Director or Staff

Chief a written notice from the Chief, Personnel Branch,

and is assigned to him for duty. A copy of this will!

notice to furnished the Executive for Inspection and Security. In extraordinary circumstances, the Executive for Administration and Management may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed.

To inclinitual will be anapted for duty without such reflex.

- a. Assistant Directors and Staff Chiefs will forward Form No.

 37-3 to the Personnel Branchy This request for premotion action must contain sufficient information to indicate compliance with the policies defined in paragraph 4 above. Such recommendation for promotion will be subject to desk audit, and job sheet of record will not be used by the incumbent as justification.
- b. Requests from field stations for promotion which reconstruction which reconstruction and reconstruction of the Higher grade which outlines present duties and responsibilities together with the remarks and certification of the immediate supervisor. The position description should include:
 - (1) An original, objective, concrete and factual word picture of the job being performed.
 - (2) The degree of difficulty and responsibility inherent in the position.
 - (3) The nature and extent of supervision and of independent judgments and decisions exercised by the incumbent.
 - (4) In promotion cases, the mature and degree of increased responsibilities.

c. After review of all factors by the Personnel Branch, proper disposition of the case will be made.

8. Salary Administration

Regular full-time employees and temporary employees of CIA with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

a. Entrance on Duty Salary.

- (1) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, reemployment, reappointments and reinstatements are not new appointments within the meaning of this regulation.)
- (2) Employees appointed by transfer, reinstatement or reemployment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (3) Employees appointed by transfer, reinstatement, or reemployment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in that, grade of higher grades.

b. Determining Salary in Case of Promotion

(1) When an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously earned in the Federal Service.

- (2) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.
- c. Determining Salary in Case of Change to Lower Grade.
 - (1) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held.
 - (2) Exceptions: The policy outlined above does not apply in the following type of cases:
 - (a) Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will, at the time he is demoted, be permitted to retain one step for each such advancement.
 - (b) Change to lower grade to accept probational
 appointment. If the change to a lower grade is
 due to employee's desire to accept probational
 appointment, he will be compensated at the step
 in the lower grade which is nearest (but not in
 excess of) the present salary in the higher grade.

(c) Change to lower grade for disciplinary reasons.

If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted, in the absence of specific provision to the contrary.

9. Within-Grade Promotions

- a. An employee occupying a classified position may be advanced to the next higher rate within his grade, provided that he has twelve months of service for grades P-3, CAF-10 and below or has eighteen months service for grades P-4, CAF-11 and above. In addition, the employee must have a current efficiency rating of "Good" or better.
- b. The Chief, Personnel Branch, is responsible for keeping records to determine when employees are eligible for within-grade promotions. Prior to the actual salary increase, the Chief, Personnel Branch, Pating will send Form No. 37-105 to the employee's immediate supervisor for certification that the employee's conduct is satisfactory. Determination will also be made that the efficiency rating is appropriate.
- c. Provisions exist for the advancement by step promotions for personnel occupying positions not subject to the provisions of the Classification Act.

10. Assignment of IAC Detailed Personnel

10. Assignment of IAC Detailed

- b. The Personnel Branch will initiate request for security clear-ance.
- C. Separations and Intra-Agency transfers of IAC personnel will be reported to Personnel Branch by Form 37-3, initiated by the appropriate office.
 - 11. Termination
- a. Assistant Directors and Staff Chiefe/will complete Form

 No. 37-3 for employees under their jurisdiction who have submitted resignations, stating the reason therefor, together with any explanation/which may help to prevent the loss of the employee, and forward the completed form to the Chief, Personnel Branch, at least two weeks in advance of the separation date. Upon receipt of Form No. 37-3, the Personnel Branch, after pre-exit interview, in instances in which the employee still wishes to resign, will prepare/Form No. 34-30 indicating thereon the routing to be followed for clearance.

Disputes and Appeals

a. Cases involving disagreement between the Personnel Branch and Assistant Directors or Staff Chiefs will be referred by the Personnel Branch to the Executive for Administration and Management.

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Executive Registry

CENTRAL INTELLIGENCE AGENCY Washington, D. C.

ADMINISTRATIVE INSTRUCTION NO.

9 December 1949

25X1A

Personnel Policies and Procedures

25X1A

25X1A

RESCISSIONS: Administrative Instruction

SUBJECT:

Administrative Instruction Administrative Instruction

dated 17 August 1948 dated 25 March 1947 dated 11 August 1949

REFERENCE:

General Order

(Revised), dated 5 October 1949

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to the Agency officials listed below to take implementing action on personnel actions recommended by Assistant Directors and Staff Chiefs (appointment, employment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

> Executive Deputy Executive Personnel Director Chief, Administrative Staff Chief, Personnel Division, Administrative Staff Chief, Special Support Staff Chief, Employees Division, Special Support Staff
> Designated subordinates of the above listed officials

b. Officials and employees not listed above should not discuss personnel actions with individuals to whom such actions will apply without prior clearance from the appropriate official listed above. Such clearance will in no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.

c. No appointment in or promotion to grades GS-16 and above will be made without the prior approval of the Director personally.

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2. Proseluting

- a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.
- b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.
- d. In connection with the above, there is no objection to the officials listed in paragraph la above contacting any other agency, when desired by Assistant Directors or Staff Chiefs, to ascertain whether a specific individual can be made available for employment by CIA and, if no objection is made, to arrange for appropriate interviews and security checks within CIA prior to actual separation of such individual from his current employment.

3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of instructions the term "Personnel Divisions" as used herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- b. IAC personnel are those individuals detailed for duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the head-quarters or central office of the Agency.



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4. Inquiries

All inquiries either written or verbal, from the White House, members of the Congress, or Committees of national political parties received by anyimidividual or activity of this Agency will be immediately referred to the General Counsel for action and preparation of reply. The General Counsel is responsible for adequate coordination in each case prior to preparation of reply.

5. General Responsibilities of Personnel Divisions

Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:

- a. Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees, to meet the stated requirements of recommendations of Assistant Directors and Staff Chiefs concerned, or mandatory provisions of law and government regulations.
- b. Assisting the Personnel Director to establish qualification standards for all positions.
- c. Recommending position classification for all positions to the Personnel Director.
- d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
- e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
- g. Maintaining continual contacts with potential personnel procurement sources.
- h. Exclusive liaison with the I&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
- i. Establishing personnel training programs within specifically authorized limitations.
- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Taking implementing action on all disciplinary actions which are recommended in writing by Assistant Directors and Staff Chiefs.

-3-

CONFIDENTIAL

- 1. (1) Taking implementing action on recommended personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors or Staff Chiefs concerned.
- (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades GS-13 and above. (See paragraph 1c re actions involving grades GS-16 and above. The Executive will make recommendations to the Director in each such case.)
- (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

6. Medical Standards

Initial appointment or reassignment to all positions are subject to established medical standards. Inasmuch as the signing of a medical waiver by an individual does not relieve the government of its liability under the regulations of the Employees Compensation Commission, no waivers of physical requirements will be granted.

7. Merit and Qualifications of Individuals

- a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit. Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs, and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency.
- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, length of service, general efficiency, and background of experience of education, in comparison with other applicants and employees in similar fields and grades.
- c. Supervisory personnel at all levels must become thoroughly familiar with personnel under their jurisdiction to insure the just and objective administration of this policy.

8. Initiation of Personnel Actions

Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

25X1A

ADMINISTRATIVE INSTRUCTION NO.

6 December 1949

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25X1A

SUBJECT:

Personnal Policies and Procedures

RESCISSIONS:

Administrative Instruction No. Administrative Instruction No.

dated 17 August 1948, dated 25 March 1947

Administrative Instruction No.

dated 11 August 1949.

REFERENCE:

General Order

(Revised), dated 5 October 1949.

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to purify the Agency officials listed
below to act on personnel actions (appointment, employment, actions classification and reclassification of positions, promotion, string different classification, transfer, and separation of individuals) for the

Executive Deputy Executive Personnel Director Chief, Administrative Staff Chief, Personnel Division, Administrative Staff Chief, Special Support Staff Chief, Employees Division, Special Support Staff Designated subordinates of the above Masted officials.

- b. Officials and employees not listed above are producted actions with individuals to whom such actions will apply, without the prior knowledge and approved clearance from actions will apply, without see prior anomaly by the appropriate official listed above. Such appropriate official listed above. Such approval will change to make commitments of any change. nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual al guilty of the violation.
- c. No appointment in or promotion to grades GS-16 and above will be made without the prior approval of the Director

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2. Proselyting

- a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.
- b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be a such employment.

3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of Instructions the term "Personnel Divisions" as used herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- b. IAC personnel are those individuals detailed for duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the headquarters or central office of the Agency.



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4. Inquiries
All inquires, either written or verbal, from the White
House, members of the Congress, or Committees of National Political
Parties received by any individual or activity of this Agency will
be immediately referred to the General Counsel for action and
perparation of reply. The General Counsel is responsible for
adequate coordination in each case price to preparation of reply.

- 5. General Responsibilities of Personnel Divisions
 Under the policy guidance of the Personnel Director and
 the direct supervision of the Chiefs of the Administrative and
 Special Support Staffs, the Personnel Divisions are responsible for:
 - a. Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees. To must the stated requirement or the analysis of the formal factories and spell chiefe contented, or mandaly, b. Assisting the Personnel Director to establish qualification standards for all positions.
 - c. Recommending position classification for all positions to the Personnel Director.
 - d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
 - e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
 - g. Maintaining continual contacts with potential personnel procurement sources.
 - h. Exclusive liaison with the L&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
 - i. Establishing personnel training programs within specifically authorized limitations.
 - j. Establishing and maintaining retention registers for reduction-in-force prodedures.
 - k. Reviewing and acting on all disciplinary actions which are signed and presented, by Assistant Directors and Staff Chiefs.

-3-

- 1. (1) Taking, final action on personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors or Staff Chiefs concerned.
- (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades GS-13 and above. (See paragraph 1c re actions involving grades GS-16 and above. The Executive will make recommendations to the Director in each such case.)
- (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.
- 6. Medical Standards
 Initial appointment or reassignment to all positions are
 subject to established medical standards. Inasmuch as the signing
 of a medical waiver by an individual does not relieve the government
 of its liability under the regulations of the Employees Compensation
 Commission, no waivers of physical requirements will be granted.

7. Merit and Qualifications of Individuals

- a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit. Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs, and each of the officials listed in paragraph I above are personally charged with insuring that this policy is affectively exercised throughout the Agency.
- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other applicants and employees in similar fields and grades.
- c. Supervisory personnel at all levels must become throughly familiar with personnel under their jurisdiction to insure the just and objective administration of this policy.

8. Initiation of Personnel Actions

a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such

individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.

b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

9. Relations with the Civil Service Commission

a. The Classification Act of 1949 exempts the CIA from its provisions. Our personnel program including position classification, appointment, promotion, etc., is carried out within the Agency without prior Civil Service Commission review. The Director has signed a written agreement with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.

b. The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

10. Appointment Policies and Procedures

- a. Positions are filled by direct rechaitment rather than by certification from the Civil Service Commission, but in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
 - (1) An individual without prior Government service will be carried in a trial period status for the first full year.
 - (2) An individual with prior Government service the has served under war service or excepted appointments will be required to serve the first six months in a trial period status.
 - (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.

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- c. During the trial period an employee will receive the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with vaterans preference or Civil Service status will be accorded all rights and privileges granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.) Under certain conditions, it is possible for employees to achieve permanent Civil Service status while serving in this Agency. The Standard Civil Service regulations will be followed in each instance, after initial clearance has been received from the Personnel Relations Branch, Personnel Division.
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit Recruitment Requests in the original and three copies to the Personnel Division as requisitions to fill authorized vacancies. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual employment of an individual. In order to initiate security clearance a Personnel Action Request may be submitted against a position currently filled, providing the office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.
 - (2) An application for Employment and a Personal History Statement will be obtained by the Personnel Division and forwarded with a Referral Sheet to the appropriate office. After careful review, the file will be returned to the Personnel Office with request for personnel action or reason for rejection.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall normally rest with the appropriate Assistant Director or Staff Chief, subject to qualifications review by the Personnel Divisions. The Personnel Chiefs may refer to the Executive through the Personnel Director, acceptance or rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.

- (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.
- (4) The Personnel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Personnel Chiefs will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel Division. In extraordinary circumstances the Executive or the Personnel Director may give verbal authorization for entrance on duty after assuring that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been met.

11. Promotion Policies and Procedures

- a. An employee may be promoted to a higher grade subject to:
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - (3) Completion of 90 day detail period to position GS-7, or above. Incumbents of positions lower than GS-7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.

- (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date The employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 - (a) GS-4, equivalent, and below Good or better for six months preceding promotion.
 - (b) GS-5 through GS-13 or equivalent Very Good or Excellent for six months preceding promotion.
 - (c) GS-14 and above Excellent for one year preceding promotion.
- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

	GS	CPC	Time in Grade
	1 2 3	1 2 3 4	3 months
*****	4 5	5	6 months
*	6 7 8	7 8 9 10	9 months
	9		12 months
į.	11		15 months
-	12		18 months
	13		21 months
	14		24 months

-8-

- d. Assistant Directors and Staff Chiefs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph pabove.
- e. A request from a field station for a promotion must be accompanied by a Position Description parepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being performed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- g. An employee occupying a classified position will be advanced to the next higher step within his grade, providing that he has 52 weeks of service without an equivalent increase in pay for grades GS-10 and below or 78 weeks service for grades GS-11 and above. In addition the employee must have a current efficiency rating of Good or better and a satisfactory conduct report.
- 12. Intra-Agency Transfer Policy
 A Personnel Action Request for intra-agency transfer will
 be prepared by the office to which the employee is being transferred.
 The Personnel Division will coordinate with the I&S Staff where appropriate.

13. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for sequenty clearance.

- c. Upon receipt of security clearance the individual will be called to duty by the Personnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- e. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office. The Personnel Division will coordinate with the I&S Staff where appropriate.

14. Salary Administration

a. Regular full-time employees and temporary employees of the Agency with a regular tour of duty compensated on a per annum basis will be paid in accordance with the following policy:

(1) Entrance on Duty Salary

- (a) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, re-employment, and reinstatements are not new appointments within the meaning of the requirement.)
- (*) Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position he will be compensated at the lowest rate of such higher grade which exceed his existing rate of ecompensation by not less than one-step increase of the grade from which promoted.
- (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

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(3) Determining Salary in Case of Change to Lower Grade

- (a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held. If the employee's salary in the lower grade is within a one-step range of his former rate he will be compensated at the step in the lower grade which is nearest his present salary.
- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 1. Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a report for superior accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - 2. Employees who were changed to lower grades for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted in the absence of specific provision to the contrary.
- b. The salary policy now in effect for classified employees also will apply to ungraded employees with respect to: (1) entrance on duty, (2) promotion, (3) change to lower grade, (4) protetional appointment, and (5) disciplinary action. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.
 - (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
 - (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six months of ungraded

service and annually thereafter until the top step has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.

(3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

15. Cersor Management

- a. The career management program of the Agency is designed to provide from within:
 - (1) A source of well qualified individuals to fill varancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.
- b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency. The basic considerations for promotion will be proven ability and merit.

16. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to the Personnel Division a Personnel Information Report (Form No. 37-6) with copy to I&S Staff when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
 - (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.
- b. In addition to the above a Personnel Status Report (Form No. 38-7) shall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, I&S Staff.

17. Termination and Final Clearance

a. Each employee will obtain flearance prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for overseas duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to

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or from confidential fund status.

b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date of the request. Upon receipt of the Personnel Action Request the Personnel Divisions will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the Inspection and Security Staff for security clearance, and will then obtain the additional required clearance by telephone, obtain the employee's signature, and direct the employee to deliver the form to the applicable payrool office. When the employee is unavailable all action indicated will be taken except procurement of the employee's signature.

- c. The Chief of a field office will:
- (1) De-brief the employee and secure all identification or credentials issued by CIA.
- (2) On the Final Payment Clearance Sheet complete certification blocks "office to which assigned" and "Security Branch".
 - (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Division through established channels.

18. These regulations will govern generally all personnel actions of this Agency, both overt and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intelligence

DISTRIBUTION: A.

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STANDARD FOR TNO. 64

Office Memorandum · UNITED ST

Serie

7 June 1949

STATINTL

TO

Deputy Executive

FROM

William J. Kelly

SUBJECT:

Personnel Officer

It has come to the attention of this office that various members of the administrative offices of some of our operating branches have been contacting Security directly, relative to the status of individuals who are in process for their office.

It has been our understanding that any contacts with the Security Office relative to security clearances would be made through an authorized representative in this office.

It has also been the understanding of this office that such information would not be passed out to the administrative offices of the branches by Security. In some cases of late, the operating branch has received word of full clearance by phone prior to receipt of the written clearance in this office. Inasmuch as necessary procedure sometimes requires two or three days before the person actually enters on duty in the branch, the above mentioned practice has resulted in the administrative offices calling this office and questioning the delay in arrival of the individual concerned.

To avoid both the unnecessary phone calls to this office and to the Security Office, it is requested that a policy statement on this matter be published for the edification of the administrative offices as well as the Security Office. The establishment of this practice will also preclude the possibility of an unauthorized individual working on classified assignments. The matter was discussed with the could refuse to give this information directly to the branches. However, he felt that it would be definitely advantageous to handle such business only through the Personnel Office since this procedure would avoid many unnecessary phone calls to the Security Office.

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Approved For Release 2001/09/04 : CIA-RDP81-00728R000100010005-8

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To:

Chief, The Staff

Personnel Director

From:

Executive

12 De cember 1949

Series

25X1A

Subject: Personnel Security Clearance

Reference: Administrative Instruction

- l. Policies covering intra-agency personnel transfers require coordination between the IMS Staff and the Personnel Divisions in connection with security considerations and requirements.
- 2. It is requested that you arrange, through the Chiefe of the Administrative and Special Support Staffs, for the preparation of a written agreement covering:
 - a. Specific categories of transfer actions, under policies referred to above, which will require clearance from the ILS Staff __ior to effecting actual transfer of individuals concurred.
 - b. The exercise of good judgment in determining whether IES Staff prior clearance is assuntial in connection with any individual transfer action not specifically covered by "o"
- 3. A copy of the agreement arrived at is desired by the Executive.

FOR THE DIRECTOR OF CESTRAL INTELLIGENCE:

25X1A

Captain, USN Executive

Copies to: Chief, Adminis. Staff Chief, Special Support Staff Management Officer

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Personnel Director Chief, Inspection and Security Staff Executive

6 December 1949

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Administrative Instruction

1. Paragraphs 12 and 13e of Administrative Instruction No. have been approved as follows:

"12. Intra-Agency Transfer Policy

A Personnel Action Request for intra-agency transfer will be prepared by the office to which the employee is being transferred. The Personnel Division will coordinate with the I&S Staff where appropriate.

"13. Assignment of IAC Personnel

- e. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office. The Personnel Division will coordinate with the IMS Staff where appropriate."
- 2. It is desired that your offices coordinate to assure that proper clearance is requested and furnished in all cases requiring such action.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

Captain, USN Executive

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TANDARD FORM NO. 64

CONFIDENTIAL

Office Memorandum • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 29 November 1949

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Acting Budget Officer

FROM : SUBJECT:

Attached Draft of Administrative Instruction Entitled, "Personnel Policies and Procedures", dated 18 November 1949.

1. After careful review the subject draft is returned with but one recommendation, viz, that provision be made to require documenting of details of personnel from one T/O location to another.

- 2. The Budget Staff controls personal services funds and prepares financial requirements to be included within the agency budget request for this object on the basis of issued Tables of Organization. To assure validity and accuracy of such control and presentation, records are maintained of the manner in which various position slots within issued Tables of Organization are being utilized. Recent review by analysts with Administrative Officers of actual position occupancy has reflected many instances in which the actual position occupancy was at considerable variance with the issued Table of Organization. It would appear that unless details of personnel are properly documented the advantage of the T/O procedure as a control of personal services expense can be seriously affected.
- 3. Accordingly, it is recommended that the subject Instruction require that details of personnel for periods of over five (5) working days to activities other than appropriate to the T/O position slots to which they are charged be documented by the origination of a personnel action and that such details be limited to 90 days. Appropriate personnel officers may be given the authority to issue extensions upon the basis of justification as submitted by the operating unit.

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Attachment

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CENTRAL INTELLIGENCE AGENCY Vashington, D. C.

18 November 1949

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ADMINISTRATIVE INSTRUCTION

MO.

21100 1200

SUBJECT: Personnel

RESCISSIONS:

Administrative Instruction Administrative Instruction

Personnel Policies and Procedures

Administrative Instruction

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dated 17 August 1948, dated 25 March 1947, and dated 11 August 1949.

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REFERENCE:

General Order

(Revised), dated 5 October 1949.

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to only the Agency officials listed below to act on personnel actions (appointment, employment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

Executive

Deputy Executive

Personnel Director

Chief, Administrative Staff

Chief, Personnel Division, Administrative Staff

Chief, Special Support Staff

Chief, Employees Division, Special Support Staff

Designated athordinated of the above listed officials.

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b. Officials and employees not listed above are prohibited from discussing personnel actions with individuals to whom such actions will apply, without the prior knowledge and approval of the appropriate official listed above. Such approval will in no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.

2. Proselyting

a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employees of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.

b. The policy stated in paragraph 2a above will also apply: to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.

c. It is expected that other government agencies will observe a reciprocal name procedured ting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.



3. Definitions

a. The jurisdiction of each of the Personnel Staffs
of CIA is defined in published statements of functional
responsibility. In order to evoid duplication of Instructions the term "Personnel Divisions" as rised herein will
pertain to each of the following activities to the extent
of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- b. IAC personnel are those individuals detailed for duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the headquarters or central office of the Agency.

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4. Concressional Inquires All inquires, either written or verbal, from members of the Congress received by any individual or activity of this Agency will be issediately referred to the General Counsel for action and preparations of reply. The General Counsel is responsible for adequate coordination in 1000 MOA 51 bil 15 22 each case prior to preparation of relly.

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- 5. General Responsibilities of Personnel Divisions Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:
 - a. Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspendion, and termination of individual employees.
 - b. Assisting the Personnel Director to establish qualification establish qualifications.
 - c. Recommending position classification for all positions to the Personnel Mirector.
 - d. Assisting the Personnel Director to establish salary administration, efficiency rating and caroor management programs, and for carrying out such programs when established.
 - e: Maintaining a current record of authorized vocancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
 - 6. Haintaining continual contacts with potential personnel procurement sources.
 - h. Exclusive liaison with the ISS Staff relative to personnel security clecks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
 - i. Establishing personnal Resining programs within specifically authorized limitations.

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- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Reviewing and acting on all disciplinary actions which are signed and presented by Assistant Directors and Staff Chiefs.
 - 1. (1) Taking final action on personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors of Staff Chiefs concerned.
 - (2) Recommending through the Personnel Director to the Executive action on personnel actions involving grades GS-13 and above.
 - (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

6. Morit and qualifications of Individuals

will be individual qualifications and relative merit.

Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency.

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- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other employees in similar fields and grades.
- throughly familiar with personnel under their jurisdiction to insure the just and objective administrative of this policy.

7. Initiation of Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.
- b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

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including position classification, appointment, promotion, etc., is carried out within the Agency without Civil Service Commission review.

b. However, the Director has signed a written agreement with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.

c. The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

9. Appointment Policies and Procedures

a. Positions are filled by direct recruitment rather than by certification from the Civil Service Cormission.

However, positions are filled in accordance with established Civil Service procedure.

b. The following policy is established for effecting appointments to fill vacant positions:

- (1) An individual without prior Government service will be carried in a trial period status for the first
 - (2) An individual with prior devenuent service the has served under war service or excepted appointments will be required to serve the first six months in a trial period status.

- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with veterans' preference or Civil Service status will be accorded all rights and privileges granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.)
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shell transmit a Recruitment Request (Form No. 37-8) in the original and three copies to the Personnel Division as a requisition to fill an authorized vacancy. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual playment of an individual. In order to initiate security clearance of Personnel Action Request say be submitted against a position currently filled, providing the

office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.

- (2) An Application for Federal Exployment (Standard Form 57) and a Personal History Statement (Form No. 38-1) will be obtained by the Personnel Division and forwarded with a Referral Sheet (Form No. 37-9) to the appropriate office. If the office is interested, it will indicate the position to which the individual will be assigned.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall rest with the appropriate Assistant Director or Staff Chief. However, the Personnel Chiefe may refer to the Executive rejection cases which they believe are not varranted.
 - (b) Final authority for the selection and essignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.
 - (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual segmented (subject to natisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.



- (4) The Fersonmel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- (5) The Executive or the Personnel Chiefs will contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Fach individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and genigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel Division. In extraordinary circumstances the Executive may give verbal authorization for entrance on duty after assuring himself that all required processing has been completed. We individual will be accepted for duty unless one of the above provisions has been mot.
- (6) Status of security clearence of prospective employees will be obtained from the Inspection and Security Staff only by the Personnel Division.

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10. Promotion Policies and Procedures

- a. An employee may be promoted to a higher grade subject
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
- (3) Completion of 90 day detail period to position GS-7, or above. Incomplete of positions lower than GS-7 must have essumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the redomended position.

 No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrior to promotion of an individual whose position has been reclassified to a higher grade.
- (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be compiled.
 - (5) Evidence of an efficiency rating as follows:
 1848 NOA 51 by 15 28
 GS-4, equivalent, and below Good or better for
 80 bis routhd preceding promotion

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GS-5 through GS-13 or equivalent - Very Good or Excellent for six months preceding promotion GS-14 and above - Excellent for one year preceding promotion

- b. Promotions are limited to one grade except in cases where no intermediate grades/have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

GS	GPG	Time in Grade 3 months	
2 3	1 2 3 4		
4 5	5	6 months	
6 7 8	? 8 9 10	9 months	
10		12 months	
11		15 months	
12		18 nonths	
13		21 Eonths	
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- d. Assistant Directors and <u>Staff Chiefs</u> shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph 6 above.
- e. A request from a field station for a promotion must be accompanied by a Position Description (Standard Form 75) proposed by the employee, which cutlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being/preformed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will sudit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- g. An employee occuping a classified position will be 10% NOA 51 bN 15 20 advenced to the next higher step within his grade, providing (57 weeks) much of service without an equivalent service increase in pay for grades GS-10 and below or sighteen maths as approach 10-28-49, Provide for service for grades GS-11 and above. A In addition the

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employee must have a current efficiency rating of Good or better and a satisfactory conduct report.

11. Intra-Amengy Transfer Policy

a. A Personnel Action Request for intra-agency transfer will be prepared by the office to which the employee is being transferred.

12. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Parsonnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.
- c. Upon receipt of security clearance the individual will be called to duty by the Personnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- c. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office.

13. Salary Administration

a. Regular full time employees and temporary employees of the Agency with a regular tour of duty compensated on a per annum besis will be paid in accordance with the following policy:



(1) Entrance on Duty Salary

- in the execution By (a) [New] appointments will be made at the base salary of the grade. [(Transfers, promotions, denotions, re-smiloyment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b). Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) Then an employee is promoted to a higher grade position, he must be compensated at the base of the grade if the entrance salary exceeds any he has previously carned in the Federal Service.
- (b) When an employee who has previously received a change to a lower grade is propoted, his salary will be fixed so as to allow predit toward within-grade promotion for all previous service in the grade to which he he being promoted or for service in any higher grades.
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- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - pay increases. An employee who has been given a within-grade pay increase because of especially meritorican service or as a remark for superfor accomplishment will be permitted at the bine he is demoted to rotain one step for each such advancement.
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 - 2. Exployees who were changed to lower grades for disciplinary reasons. If the exployee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is described in the absence of specific provision to the contrary.
- b. The sclery policy now in effect for classified exployees also will apply to ungraded with respect tos (1) entrance on duty, (2) probational

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- (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
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- (3) An exployee in an ungraded position will have an expertually to earn step increases as a result of meritorious service and superior accomplishments.

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15. Personnel Status Boports

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 - (1) Changes his name, home or office address, or home or office telephone number.
- (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.

 b. In addition to the chove a Personnel Status Report (Form No. 35-7) whall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, Inspection and Security

16. Torribation and Pinal Clearance

- a. Tach employee will obtain clearance prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for eversens duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to or from an unventebored fund atatus.
- b. The Personnel Division will be notified by Personnel Action Request at Spant and Langue prior to the effective date

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Division
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Inspection and Security Staff for security clearance, and will
then obtain the additional required clearance by telephone,
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to deliver the form to the applicable payroll office. When
the employee is unavailable all action indicated will be
taken except procurement of the employees signature.

- c. The Chief of a field office will!
 - (1) De-brief the employee.
- (2) On the Final Payment Clearence Sheet complete certification blocks "office to which assigned" and "Security Branch".
- (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Division through established channels.
- 17. These regulations will govern generally all personnel actions of this Agency, both overt and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

25X1A ADMINISTRATIVE INSTRUCTION

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18 November 1949

SUBJECT:

Personnel Policies and Procedures

RESCISSIONS:

Administrative Instruction Administrative Instruction Administrative Instruction

dated 17 August 1948, dated 25 March 1947, and dated 11 August 1949.

HEFERENCE:

General Order

(Pevised), dated 5 October 1949.

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to only the Agency officials listed below to act on personnel actions (appointment, employ - ment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

Executive

Deputy Executive

Personnel Director

Chief, Administrative Staff

Chief, Personnel Division, Administrative Staff

Chief, Special Support Staff

Chief, Employees Division, Special Support Staff
Designated subordinates of the above listed officials.

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Approved For Release 2001/09/04: CIA-RDP81-00728R000100010005-8

- b. Officials and employees not listed above are prohibited from discussing personnel actions with individuals to whom such actions will apply, without the prior knowledge and approval of the appropriate official listed above. Such approval will in no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the violation.
- c. We appointment in or promotion to grades GS-16 and above will be made without the prior personal approval of the Director.

2. Proselyting

- a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any civilian employee of any other government agency, employees of the Congress, or members of the armed forces without the presentation of a letter of availability for such discussion from the employing agency of the individual concerned.
- b. The policy stated in paragraph 2a above will also apply to intra-agency bransfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorised officials listed in paragraph 1 a above.
- c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.

3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of Instructions the term "Personnel Divisions" as the herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the headquarters or central office of the Agency.

4. Concressional Inquires All inquires, either written or verbal, from members of the Congress received by any individual or activity of this Agency will be immediately referred to the General Counsel for action and preparations of reply. The General Counsel is responsible for adequate coordination in each case prior to preparation of reply.

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- 5. General Responsibilities of Personnel Divisions Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:
 - a. Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees.
 - b. Assisting the Personnel Director to catablish qualification standards for all positions.
 - c. Recommending position classification for all positions to the Personnel Director.
 - d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
 - e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
 - procurement sources. (Except by the Edector acros. Ductor)
 h. Exclusive liaison with the ISS StaffArelative to
 - h. Exclusive liaison with the Las StaffArelative to personnel security clecks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
 - i. Establishing personnel training programs within specifically authorized limitations.

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- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Reviewing and acting on all disciplinary actions which are signed and presented by Assistant Directors and Staff Chiefs.
- 1. (1) Taking final action on personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors or Staff Chiefs concerned.
- (2) Recommending through the Personnel Disector to the Executive action on personnel actions involving grades GS-13 and above. (See paragraph 1c re actions involving grades GS-16 and above. The Executive will make recommendations to the Director in each such case.)
- (3) Referring all personnel actions through the Personnel Director to the Executive where there is unresolved disagreement with the Assistant Director or Staff Chief concerned.

6. Medical Standards

Initial appointment or reassignment to all positions are subject to established medical standards. Inasmuch as the signing of a medical waiver by an individual does not relieve the government of its liability under the regulations of the Employees Compensation Commission, no waivers of physical requirements will be granted.

7. Merit and qualifications of Individuals

a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit. Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency

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- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison applicants and in similar fields and grades.
- c. Supervisory personnel at all levels must become throughly familiar with personnel under their jurisdiction to insure the just and objective administrative of this policy.

37. Initiation of Personnell Actions

a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.

b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

9 %. Relations with the Civil Service Commission

a. The Classification Act of 1949 exempts the CIA from its provisions.

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including position classification, appointment, promotion, etc., is carried out within the Agency without Civil Service Commission review.

with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.

b) The supervisory and review functions previously exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

10 % Appointment Policies and Procedures

a. Positions are filled by direct recruitment rather
than by certification from the Civil Service Commission, Lute
in accordance with established

Civil Service procedure.

- b. The following policy is established for effecting appointments to fill vacant positions:
- (1) An individual without prior Government service will be carried in a trial period status for the first
- (2) An individual with prior Government service who has served under war service or excepted appointments will be required to serve the first six months in a trial period status.

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- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- c. During the trial period an employee will receive the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with veterans' preference or Civil Service status will be accorded all rights and privileges granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.) / Under certain conditions, it is possible for employees to achieve permanent Civil Service status while serving in this Agency. The Standard Civil Service regulations will be follsed in each instance, after initial clearance has been received from the Personnel Relations Branch, Personnel Division.
- d. The folleting procedures are established for processing individuals for employment within CIA:
- (1) Assistant Directors and Staff Chiefs shall transmit
 Recruitment Requests in the original and three copies to the
 Personnel Division as requisitions to fill authorized vacancies. A Personnel Action Request in quadruplicate shall be
 forwarded to the Personnel Division as a requisition for actual
 employment of an individual. In order to initiate security
 clearance a Personnel Action Request may be submitted
 against a position currently filled, providing the

office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.

- (2) An Application for Employment and a Personal History Statement with passport size photographs will be obtained by the Personnel Division and forwarded with a Referral Sheet to the appropriate office. After careful review, the file will be returned to the Personnel Office with request for personnel action or reason for rejection.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall normally rest with the appropriate Assistant Director or Staff Chief, subject to qualifications review by the Personnel Division. The Personnel Chiefs may refer to the Executive, thru the Personnel Director, acceptance or rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.
 - (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance) and upon indicated acceptance will initiate action for security clearance.

(4) The Personnel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.

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the Personnel Chiefs will (5) contact each individual (including detailed TAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel

Division. In extraordinary circumstances the Executive or ale Lectornel Ocietas -1 may give verbal authorization for entrance on duty after assuring that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been

(6) Status of security clearance of prospective employees All be obtained from the Inspection and Security Staff only by the Personnel Division

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16. Promotion Policies and Procedures

- An employee may be promoted to a higher grade subject tos
 - (1) Existence of a suitable vacancy.
 - (2) Complete qualifications of the individual for the vacancy.
 - (3) Completion of 90 day detail period to position GS-7, or above. Incumbents of positions lower than GS-7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the recommended position. No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
 - (4) Submission of a Personnel Action Request th the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 - (4) GS-4, equivalent, and below Good or better for six months preceding promotion

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- (8) QS-5 through QS-13 or equivalent Very Good or Excellent for six months preceding promotion
- (c) GS-14 and above Excellent for one year preceding promotion
- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

GS	СРО	Time in Grade
1 2 3	1 2 3 4	3 months
	5	6 months
6 7 8	7 8 9 10	9 months
10	10	12 months
11		15 months
12		18 months
13		21 months
14	The first section is	24 months

- d. Assistant Directors and Staff Chiefs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph 6 above.
- e. A request from a field station for a promotion must be accompanied by a Position Description (prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being Faformed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- advenced to the next higher step within his grade, providing that he has tember smaller of service without an equivalent increase in pay for grades GS-10 and below or eighteen matter service for grades GS-11 and above. In addition the

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employee must have a current efficiency rating of Good or better and a satisfactory conduct report.

W. Intra-Aveney Transfer Policy

A Personnel Action Request for intra-agency transfer will be prepared by the office to which the employee is being transferred.

13 18. Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.
- c. Upon receipt of security clearance the individual will be called to duty by the Personnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- e. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office.

14 13. Salary Administration

a. Regular full-time employees and temporary employees
of the Agency with a regular tour of duty compensated on a
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- (b). Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfor, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

(a) When an employee is promoted to a higher grade position he will be compensated at the lowest rate of such higher grade which exceeds his existing rate of compensation by not less than one-step increase of the grade from which promoted.

a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

(3) Determining Salary in Case of Change to Lower Grade

(a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held. If the employee's salary in the lower grade is within a one step range of his former rate he will be compensated at the step in the lower grade which is nearest his present salary.

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- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 1. Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
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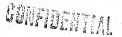
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- (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
- (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
- (3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

15 -14. Career Manniement

- a. The career management program of the figency is designed to provide from within:
 - (1) A source of well qualified individuals to fill vacancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.

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b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency. The basic considerations for promotion will be proven ability and merit.

15. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to the Personnel Division a Personnel Information (Ferm No. 1) to \$45 Tell

 37-6) when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
- (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.

 b. In addition to the above a Perwonnel Status Report (Fermion 50-7) shall be submitted following may change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief,

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- payment. Clearance will be obtained on a Final Payment Clearance
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 period in excess of 60 calendar days, or being transferred
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- b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date

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of the request. Upon receipt of the Personnel Action Request

Divisions

the Personnel/will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the

Inspection and Security Staff for security clearance, and will

then obtain the additional required clearance by telephone,

obtain the employee's signature, and direct the employee

to deliver the form to the applicable payroll office. When

the employee is unavailable all action indicated will be

taken except procurement of the employee's signature.

- c. The Chief of a field office will:
 - (1) De-brief the employee.
- (2) On the Final Payment Clearance Sheet complete certification blocks "office to which assigned" and "Security Branch".
- (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Divisions through established channels.

These regulations will govern generally all personnel actions of this Agency, both overt and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILIENKOETTER
Rear Admiral, USN
Director of Central Intelligence

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

ADMINISTRATIVE INSTRUCTION NO.

18 November 1949

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Personnel Policies and Procedures

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(Revised), dated 5 October 1949.

1. General Policy

a. Authority is delegated by approved statements of functional responsibilities, separate specific delegations, and this Instruction to only the Agency officials listed below to act on personnel actions (appointment, employment, classification and reclassification of positions, promotion, demotion, transfer, and separation of individuals) for the Director:

Executive

Deputy Executive

Personnel Director

Chief, Administrative Staff

Chief, Personnel Division, Administrative Staff

Chief, Special Support Staff

Chief, Employees Division, Special Support Staff

Designated subordinates of the above listed officials.

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iscussing points and approval of the approval of the approval will ir no case ake commitments of any nature for actual ary level. Violation of this policy may resulted dismissal of the individual guilty of the mediate dismissal of the mediate dismissal of the individual guilty of the mediate dismissal of the individual guilty of the mediate dis Officials and employees not listed above are prohibited from discussing personnel actions with individuals to whom such actions will apply, without the prior knowledge and approval of the appropriate official listed above. Such approval will ir no case include authorization to make commitments of any nature for actual employment or salary level. Violation of this policy may result in the immediate dismissal of the individual guilty of the

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a. Officials and employees of this Agency, including those listed in paragraph la above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.

b. The policy stated in paragraph 2a above will also apply to intra-agency transfers between Offices and Staff Sections, except in connection with the application of Agency career management policies by authorized officials listed in paragraph la above.

c. It is expected that other government agencies will observe a reciprocal non-proselyting policy in dealing with CIA employees. Such employees who obtain employment with other government agencies without obtaining prior release may be required to resign in order to accept such employment.

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3. Definitions

a. The jurisdiction of each of the Personnel Staffs of CIA is defined in published statements of functional responsibility. In order to avoid duplication of Instructions the term "Personnel Divisions" as #sed herein will pertain to each of the following activities to the extent of its published functions, unless otherwise stated:

Personnel Division, Administrative Staff Employees Division, Special Support Staff

- . b. IAC personnel are those individuals detailed for duty with CIA from the State Department or the Department of Defense.
- c. Departmental Service includes all positions in the headquarters or central office of the Agency.



4. Springs and Inquires, either written or the White Artistic verbal, from members of the Congress received by any individual or activity of this Agency will be immediately referred to the General Counsel for action and preparation of reply. The General Counsel is responsible for adequate coordination in each case prior to preparation of reply.



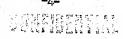


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- 5. General Responsibilities of Personnel Divisions Under the policy guidance of the Personnel Director and the direct supervision of the Chiefs of the Administrative and Special Support Staffs, the Personnel Divisions are responsible for:
 - a. Procurement, placement, processing, appointment, promotion, demotion, within-grade advances, suspension, and termination of individual employees.
 - b. Assisting the Personnel Director to establish qualification standards for all positions.
 - c. Recommending position classification for all positions to the Personnel Director.
 - d. Assisting the Personnel Director to establish salary administration, efficiency rating and career management programs, and for carrying out such programs when established.
 - e. Maintaining a current record of authorized vacancies and approved procurement requests against such vacancies.
 - f. Establishing personnel procurement priorities.
 - g. Maintaining continual contacts with potential personnel procurement sources.

 (thust by the chambers or lessented Director)
 - h. Exclusive liaison with the I&S Staff relative to personnel security checks and clearances. All requests for initiation of and information relative to status of personnel security checks and clearances will be channeled through the Personnel Divisions.
 - i. Establishing personnel training programs within specifically authorized limitations.



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- j. Establishing and maintaining retention registers for reduction-in-force procedures.
- k. Reviewing and acting on all disciplinary actions which are signed and presented by Assistant Directors and Staff Chiefs.
 - 1. (1) Taking final action on personnel actions involving grades GS-12 and below, except when there are unresolved disagreements with Assistant Directors of Staff Chiefs concerned.
 - (2) Recommending through the Personnel Director
 to the Executive action on personnel actions involving
 grades GS-13 and above. (See fact to the entropy of the control of t

7. Merit and qualifications of Individuals

a. The basis for all personnel actions in the Agency will be individual qualifications and relative merit.

Personal considerations, family relationships, favoritism, and external pressures or considerations will not be permitted to influence such actions. Assistant Directors, Staff Chiefs and each of the officials listed in paragraph 1 above are personally charged with insuring that this policy is effectively exercised throughout the Agency.

6. Medical Standards

Initial appointment or reassignment to all positions are subject to established medical standards. Inasmuch as the signing of a medical waiver by an individual does not relieve the government of its liability under the regulations of the Employees Compensation Commission, no waivers of physical requirements will be granted.

Approved For Release 2001/09/04: CIA-RDP81-00728R000100010005-8

- b. Determination of relative merit and qualifications will be based on demonstrated ability, personal industry, integrity, loyalty, length of service, general efficiency, and background of experience and education, in comparison with other employees in similar fields and grades.
- c. Supervisory personnel at all levels must become throughly familiar with personnel under their jurisdiction to insure the just and objective administration of this policy.

8 7. Initiation of Personnel Actions

- a. Assistant Directors and Staff Chiefs are responsible for the initiation of personnel actions on individuals under their jurisdiction and for the routing of such actions to the appropriate Personnel Division. They may designate such/individuals within their organizations as may be considered desirable to sign and forward such actions. The names of individuals so designated, and any changes in such designations, will be communicated in writing to the appropriate Personnel Division.
- b. Each personnel action requiring action by the Executive will be signed personally by the Assistant Director or Staff Chief concerned.

9 & Relations with the Civil Service Commission

a. The Classification Act of 1949 exempts the CIA from its provisions. As a result, Our personnel program,

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including position classification, appointment, promotion, etc., is carried out within the Agency without Civil Service Commission review

with the Civil Service Commission to adhere strictly to the provisions of the Classification Act in administering the Agency personnel program. The Civil Service Commission also has agreed to provide advice and guidance whenever called upon to do so.

exercised by the Civil Service Commission have been delegated to the Personnel Director and his Staff for all Agency personnel matters, regardless of their security classification.

10 %. Appointment Policies and Procedures

- a. Positions are filled by direct recruitment rather than by certification from the Civil Service Commission, but However, positions are filled in accordance with established Civil Service procedure.
- b. The following policy is established for effecting appointments to fill vacant positions:
- (1) An individual without prior Government service will be carried in a trial period status for the first full year.
- (2) An individual with prior Government service who has served under war service or excepted appointments will be required to serve the first six months in a trial period status.

- (3) An individual with Civil Service status will be appointed by transfer or reinstatement without any time limitation or trial period.
- the special attention and instruction required to acquaint him with his duties and to develop his ability to perform his work in the most satisfactory manner. After a fair and full trial period an employee will be terminated if his services do not meet Agency standards. An employee with veterans' preference or Civil Service status will be accorded all rights and privileges granted him under the Veterans Preference Act of 1944, as amended, and Civil Service rules and regulations. (These privileges are subject to special final authority granted to the Director by the National Security Act of 1947.)
- d. The following procedures are established for processing individuals for employment within CIA:
 - (1) Assistant Directors and Staff Chiefs shall transmit a Recruitment Requests (Form No. 97-8) in the original and three copies to the Personnel Division as a requisition to fill as authorized vacancy. A Personnel Action Request (Form No. 37-3 or 37-1) in quadruplicate shall be forwarded to the Personnel Division as a requisition for actual employment of an individual. In order to initiate security clearance a Personnel Action Request may be submitted against a position currently filled, providing the

Under certain conditions, it is possible for employees to achieve permanent Civil Service status while serving in this Agency. The Standard Civil Service regulations will be followed in each instance, after initial clearance has been received from the Personnel Relations Branch, Personnel Division.

the file will be returned to the Personnel

Office

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office concerned informs the Personnel Division on the form of the approximate date that the present incumbent will vacate the position.

- (2) An Application for Federal Employment (Standard Form 57) and a Personal History Statement (Form No. 98 1) will be obtained by the Personnel Division and forwarded with a Referral Sheet (Form No. 37-) to the appropriate office. If the office is interested, it will indicate the position, to which the individual will be assigned.
 - (a) Final selection or rejection of applicants for positions above grade GS-5 or equivalent shall would, rest with the appropriate Assistant Director or entput to qualifications review by the recount of currents. Staff Chief, However, The Personnel Chiefs may the three population, acceptance or refer to the Executive rejection cases which they believe are not warranted.
 - (b) Final authority for the selection and assignment of an employee in grade GS-5 or equivalent and below, shall rest with the Chiefs, Personnel Divisions.
 - (c) All assignments are subject to the security approval of the Inspection and Security Staff.
- (3) Upon the receipt of a Personnel Action Request the Personnel Division will make an offer of employment to the individual concerned (subject to satisfactory security clearance), and upon indicated acceptance will initiate action for security clearance.



- (4) The Personnel Division will notify the office concerned of the failure of an individual to receive security clearance and will take appropriate action to inform the individual of his rejection.
- contact each individual (including detailed IAC personnel) relative to entrance on duty. An individual assigned to a personnel pool will be instructed to report to duty by the Personnel Division, following security clearance. Each individual (including detailed IAC personnel) reporting for duty will present to the appropriate Assistant Director or Staff Chief a written notice from the Personnel Division stating that he has been fully cleared and assigned for duty. A copy of this notice will be furnished the Inspection and Security Staff by the Personnel

Division. In extraordinary circumstances the Executive ~ A function of the interest of interest authorization for entrance on duty after assuring himself that all required processing has been completed. No individual will be accepted for duty unless one of the above provisions has been

employees will be obtained from the Inspection and Security Staff only by the Personnel Division.

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(126. Promotion Policies and Procedures

to:

- a. An employee may be promoted to a higher grade subject
 - (1) Existence of a suitable vacancy.
- (2) Complete qualifications of the individual for the vacancy.
- GS-7, or above. Incumbents of positions lower than GS-7 must have assumed the duties of the position to which they are being promoted. Prior to the time of detail they must meet testing requirements and qualification standards for the redommended position.

 No employee shall be detailed to a position allocated higher than one grade above the position which he currently occupies. These stipulations do not constitute a barrier to promotion of an individual whose position has been reclassified to a higher grade.
- (4) Submission of a Personnel Action Request to the Personnel Division indicating the exact position and the date the employee is detailed in order that he may receive credit for the detail period. The form must indicate the allocated position that will be occupied.
 - (5) Evidence of an efficiency rating as follows:
 - (A) GS-4, equivalent, and below Good or better for six months preceding promotion

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- (n) GS-5 through GS-13 or equivalent Very Good or Excellent for six months preceding promotion
- (c) GS-14 and above Excellent for one year preceding promotion
- b. Promotions are limited to one grade except in cases where no intermediate grades have been recognized.
- c. After considering all the factors indicated above, the recommending and approving authorities will use the following table as a guide in determining appropriate time in grade for promotion purposes:

-	GS		CPC		Time in Grade	
	1 2 3		1 2 3		3 months	* .
	1	0	4			
	4 5	7 × .	5 6		6 months	
	6 7 8		7 8 9 10		9 months	
	9 10				12 months	
	11				15 months	
	12				18 months	
	13	-		. j	21 months	ж :
	14.	1 .			24 months	

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- d. Assistant Directors and Staff Chiefs shall forward to the Personnel Division a Personnel Action Request containing sufficient information to indicate compliance with the policies defined in paragraph above.
- e. A request from a field station for a promotion must be accompanied by a Position Description (Standard Form 75) prepared by the employee, which outlines the duties and responsibilities being performed, together with remarks and certification of the immediate superior. In the case of a proposed position in the field service the description will be prepared by the individual who is most familiar with the duties and responsibilities to be performed. The description must include:
 - (1) Factual description of the work being preformed.
 - (2) A statement of degree of difficulty and responsibility inherent in the position.
 - (3) An account of the nature and extent of supervision, independent judgment and decisions exercised by the incumbent.
- f. Upon receipt of a request for a promotion in the departmental service the Personnel Division will audit the position involved in order to determine the level of difficulty, responsibility, and grade at which the individual is performing to ascertain whether he should receive a promotion.
- advanced to the next higher step within his grade, providing that he has twelve months of service without an equivalent increase in pay for grades GS-10 and below or register months service for grades GS-11 and above. In addition the

employee must have a current efficiency rating of Good or better and a satisfactory conduct report.

Intra-Agency Transfer Policy

will be prepared by the office to which the employee is being transferred to still being transferred to still with the being transferred to still with the appropriate.

Assignment of IAC Personnel

- a. It shall be the responsibility of the receiving office to initiate a completed Personnel Action Request on all IAC personnel (including citation of the allocated position).
- b. The Personnel Division will initiate a request for security clearance.
- c. Upon receipt of security clearance the individual will be called to duty by the Personnel Division and will be assigned to the requesting office.
- d. IAC personnel will not be allowed to work in restricted buildings until they are given a statement by the Personnel Division certifying that all provisions for assignment have been met.
- e. Separations and intra-agency transfers shall be reported to the Personnel Division on Personnel Action Request in triplicate, initiated by the appropriate office.
 - a. Regular full-time employees and temporary employees
 of the Agency with a regular tour of duty compensated on a
 per annum basis will be paid in accordance with the following policy:

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(1) Entrance on Duty Salary

- (a) New appointments will be made at the base salary of the grade. (Transfers, promotions, demotions, re-employment, and reinstatements are not new appointments within the meaning of the requirement.)
- (b). Employees appointed by transfer, reinstatement or re-employment to a position of the same grade will be permitted to retain periodic pay increases previously received.
- (c) Employees appointed by transfer, reinstatement, or re-employment to a position in a lower grade than last held will receive salaries fixed to allow credit toward within-grade promotions for all service in appointment grade and higher grades.

(2) Determining Salary in Case of Promotion

- (a) When an employee is promoted to a higher grade position he will be compensated at the lowest rate of such higher grade which exceeds this existing rate of compensation by not less than one-step increase of the grade from which promoted.
 - (b) When an employee who has previously received a change to a lower grade is promoted, his salary will be fixed so as to allow credit toward within-grade promotion for all previous service in the grade to which he is being promoted or for service in any higher grades.

(3) Determining Salary in Case of Change to Lower Grade

(a) To determine salary in case of a change to lower grade, the employee may be given credit for all service previously performed in the lower grade and in any higher grades previously held. If the employee's salary in the lower grade is within a one-step range of his former rate he will be compensated at the step in the lower grade which is nearest his present salary.

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grade-and-in-any-higher-grades-previously-held.

- (b) Exceptions: The policy outlined above does not apply in the following types of cases:
 - 1. Employees who have earned meritorious pay increases. An employee who has been given a within-grade pay increase because of especially meritorious service or as a reward for superior accomplishment will be permitted at the time he is demoted to retain one step for each such advancement.
 - 2. Employees who change to lower grades to accept probational appointment. If the change to a lower grade is due to employee's desire to accept probational appointment, he will be compensated at the step in the lower grade which is nearest (but not in excess of) the present salary in the higher grade.
 - 2. Employees who were changed to lower grades for disciplinary reasons. If the employee is changed to a lower grade for disciplinary reasons, his salary rate will be set at the base of the grade to which he is demoted in the absence of specific provision to the contrary.
- b. The salary policy now in effect for classified employees also will apply to ungraded with respect to: (1) entrance on duty, (2) promotion, (3) change to lower grade, (4) probational

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appointment, and (5) disciplinary action. The term "step increase" will be used for ungraded positions in lieu of "periodic pay increase" for classified positions.

- (1) An employee transferring from a classified position to an ungraded position will do so without loss in salary unless his classified salary was above the top step of the ungraded job to which he is being assigned.
- (2) An ungraded employee who receives a conduct and efficiency report of Satisfactory or higher will receive a step increase after the first six months of ungraded service and annually thereafter until the top step has been reached. The salary for employees transferring between graded and ungraded positions will be determined after considering the waiting period elapsed and whether or not an equivalent increase is involved.
- (3) An employee in an ungraded position will have an opportunity to earn step increases as a result of meritorious service and superior accomplishments.

15 14. Career Management

- a. The career management program of the Agency is designed to provide from within:
 - (1) A source of well qualified individuals to fill vacancies as they occur.
 - (2) A system whereby individuals may qualify and be promoted to more responsible positions through training and development within the Agency.

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b. It is Agency policy that vacancies will be filled by the best qualified employee available within the Agency.

The basic considerations for promotion will be proven ability and merit.

/6 25. Personnel Status Reports

- a. Assistant Directors and Staff Chiefs shall submit to Report

 the Personnel Division a Personnel Information (Form No.

 with copy to 145 Staff

 37-6) when an employee:
 - (1) Changes his name, home or office address, or home or office telephone number.
 - (2) Is separated from the Agency by transfer, resignation, or enters the military service from civilian employment.
- b. In addition to the above a Personnel Status Report (Form No. 38-7) shall be submitted following any change in an employee's marital status. The original of the form will be routed to the Personnel Division and a copy to the Chief, Inspection and Security

1726. Termination and Final Clearance

- a. Each employee will obtain clearance prior to final payment. Clearance will be obtained on a Final Payment Clearance Sheet (Form No. 34-30) when an employee is being terminated, leaving for overseas duty, granted leave without pay for a period in excess of 60 calendar days, or being transferred to or from an unique of fund status.
- b. The Personnel Division will be notified by Personnel Action Request at least one week prior to the effective date

of the request. Upon receipt of the Personnel Action Request

Divisions

the Personnel/Will make necessary arrangements for an exit interview and for final clearance, will direct the employee to the

Inspection and Security Staff for security clearance, and will

then obtain the additional required clearance by telephone,

obtain the employee's signature, and direct the employee

to deliver the form to the applicable payroll office. When

the employee is unuvailable all action indicated will be

taken except procurement of the employee's signature.

- c. The Chief of a field office will:
 - (1) De-brief the employee and second all identification or credentials issued by e/A.
- (2) On the Final Payment Clearance Sheet complete certification blocks "office to which assigned" and "Security Branch".
- (3) Obtain employee's signature and forwarding address.
- (4) Forward the form to the Personnel Division through established channels.

/8 27. These regulations will govern generally all personnel actions of this Agency, both overt and covert, and will be applied to the fullest possible extent in carrying out specific provisions of Confidential Funds Regulations covering covert personnel actions.

R. H. HILLENKOETTER
Rear Admiral, USN
Director of Central Intelligence

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9 May 1950

TO:

Chief, Administrative Staff Chief, Special Support Staff

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Management Officer

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Operational Listeon Termination Cloarances

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REFERENCE: Administrative Instruction on Final Clearance paragraph 17, Tornication

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- 1. AD/OCD brough to my attention the need for a procedure whereby operational liminon contacts established for CIA employees will be terminated when the employee leaves CIA.
- 2. Inclusion of elearance with Listeen Division, OCD, by your offices as an additional step in termination elearances appears logical. Provisions for showing this action on Form No. 34-30. Final Payment Clearance Short, will be included in the next revision of the form.

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5. A member of my Staff has arranged with of Personnel Division, Administrative Staff, and of Employees Division, Special Support Staff, for establishing clearance procedures with Lieison Division, OCR, in those cases where contact termination clearance is required.

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4. A directive for includion of operational listeon termination under the provisions of paragraph 17, Administrative Instruction is being issued to you by the Acting Executive.

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cc: Subject File

21 April 1950

MEMORANDUM FOR: MANAGEMENT OFFICER

FROM: Assistant Director, OCD

SUBJECT: Termination clearances

- 1. Attached draft, which I shall not use, does point up a situation which should be straightened out.
- 2. It is easy for Offices to neglect to inform Liaison of individuals who resign, (and it is for that reason that I am not going to send this proposed complaint to OSI), but it is a fact that if Liaison does not receive such advice it cannot cross a man off the liaison lists. It would be easy for such an individual to continue his liaison activities, still being accepted as a CIA employee, long after he had left us. This would be bad.
- 3. I suggest that the form which must be filled out for termination clearance have added to it a check with Liaison Division.

 In this way Liaison would be advised, could cross John Doe off the list, and would promptly inform the opposite numbers in the other agencies that he was no longer a CIA employee.

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Office Memorandum • United States Government

: Assistant Director, OSI

DATE: 20 April 1950

FROM : Assistant Director, OCD

SUBJECT: Operational Liaison

Reference: CIA Administrative Instruction

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1. As you know OCD is charged with responsibility for the administration of operational liaison as set forth in the reference instruction. Paragraph 6 of reference states, among other things, "OCD will be informed of personnel changes within or outside CIA which affect operational liaison contacts".

2. In the course of recent inquiries, in fulfillment of its function under the reference, Liaison Division of OCD learned (by chance), that for whom several continuing and ad hoc clearances had been requested by OSI and established by OCD, is no longer associated with OSI.

3. It is requested that the present official status, within OSI, of be clarified so that the records which OCD is obliged to maintain, in this connection, may be accurate. It is also requested that OCD be timely advised of future OSI personnel changes, insofar as they affect operational liaison, as required by the reference.

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CENTRAL INTELLIGENCE AGENCY Washington, D. C.

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ADMINISTRATIVE INSTRUCTION

21 December 1949

SUBJECT:

Personnel Policies and Procedures

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Administrative Instruction dated 9 December 1949 is amended as indicated below:

1. General Tolicy

* * * * *

b. There is no objection to officials of the agency not listed in paragraph 1.a discussing with prospective applicants the possibility of their availability for employment by CIA. Such discussions will in no case include commitments of any nature for actual employment or salary level. A violation of the policy relative to commitments for employment or salary level may result in immediate dismissal of the individual committing the violation.

* * * * *

2. Proselyting

a. Except as indicated in paragraphs 1.b and 2.d, officials and employees of this egency, including those listed in paragraph 1.a above, are prohibited from discussing employment possibilities with any employee of any other government agency or employees of the Congress without the presentation of a written release for such discussion from the employing agency of the individual concerned.

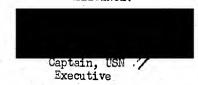
5. General Responsibilities of Personnel Divisions

* * * * *

h. Exclusive liaison with the I&S Staff (except by the Executive or Personnel Director) relative to personnel security checks and clearances in connection with initial employment by CIA. All requests for initiation of and information relative to status of such personnel security checks and clearances, will be channeled through the Personnel Divisions.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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CENTRAL INTELLIGENCE AGENCY Washington, D.C.

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ADMINISTRATIVE INSTRUCTION NO.

26 October 1950

SUBJECT: Personnel Policies and Procedures

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Pending revision of Administrative Instruction as amended by the following instructions will govern:

- a. (1) Requests for entry on duty of individuals prior to completion of full security clearance procedures will be submitted through the Personnel Director to the Chief, Inspection and Security Staff by Assistant Directors and Staff Chiefs, including essential details of operational justification and urgent need for the services of the individuals concerned.
- (2) The Chief, Inspection and Security Staff, will forward the requests with his recommendations to the Executive who will obtain the Director's action.
- b. The Chief, Special Support Staff, and the Personnel Director are authorized to act for the Director on recommended personnel actions involving grades GS-13 through GS-15. Unresolved differences of opinion between the Chief, Special Support Staff, and Assistant Directors and Staff Chiefs will be referred to the Personnel Director. Similar differences involving the Personnel Director will be referred to the Executive.
- c. The Executive is authorized to act for the Director on recommended personnel actions involving grades GS-16 and GS-17.
- d. Personnel actions involving grades GS-18 and the three special grades authorized by Section 9, Public Law 110, as amended, will be referred through the Executive to the Director for final action.

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WALTER B. SMITH Director

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